

**2009/10**

# **Theewaterskloof Municipality**



## **Annual Report**

***Approved: 24 March 2011***

***REF: 16/2011***

---

## TABLE OF CONTENTS

---

<b>TABLE OF CONTENTS .....</b>	<b>1</b>
<b>LIST OF TABLES.....</b>	<b>5</b>
<b>LIST OF FIGURES .....</b>	<b>7</b>
<b>LIST OF GRAPHS .....</b>	<b>7</b>
<b>EXECUTIVE MAYOR'S FOREWORD .....</b>	<b>9</b>
<b>MUNICIPAL MANAGER'S FOREWORD .....</b>	<b>12</b>
<b>CHAPTER 1: INTRODUCTION AND MUNICIPAL OVERVIEW .....</b>	<b>16</b>
1.1 MUNICIPAL OVERVIEW .....	16
1.1.1 <i>Vision and Mission</i> .....	16
1.1.2 <i>Demographic Information</i> .....	17
A) Municipal Geographical Information .....	17
B) Population.....	19
C) Households .....	20
D) Key Economic Activities .....	22
1.1.3 <i>Socio Economic Information</i> .....	24
A) Socio Economic growth.....	24
B) Population by Gender .....	24
C) Population categories by Age .....	25
1.1.4 <i>Municipal Challenges</i> .....	26
<b>CHAPTER 2: GOVERNANCE .....</b>	<b>29</b>
2.1 PERFORMANCE HIGHLIGHTS - GOOD GOVERNANCE AND PUBLIC PARTICIPATION.....	29
2.2 CHALLENGES - GOOD GOVERNANCE AND PUBLIC PARTICIPATION .....	29
2.3 GOVERNANCE STRUCTURE .....	30
2.3.1 <i>Political Governance Structure</i> .....	30
A) Council .....	30
B) Executive Mayoral Committee.....	31
C) Portfolio Committees.....	32
2.3.2 <i>Administrative Governance Structure</i> .....	34

2.4	PUBLIC ACCOUNTABILITY .....	34
2.4.1	<i>Ward Committees</i> .....	35
2.4.2	<i>Functionality of Ward Committee</i> .....	40
2.4.3	<i>Representative Forums</i> .....	41
A)	Labour Forum.....	41
B)	IDP Forum .....	41
2.4.4	<i>Izimbizo</i> .....	42
2.5	CORPORATE GOVERNANCE .....	43
2.5.1	<i>Anti-Corruption/anti-fraud &amp; Risk Management</i> .....	43
A)	Developed Strategies .....	43
B)	Implementation of Strategies .....	43
C)	Risk Management .....	43
2.5.2	<i>Audit Committee</i> .....	45
A)	Functions of the Audit Committee.....	45
B)	Members of the Audit Committee.....	46
2.5.3	<i>Performance Audit Committee</i> .....	46
A)	Functions of the Performance Audit Committee .....	46
B)	Members of the Performance Audit Committee .....	46
2.5.3	<i>Internal Auditing</i> .....	47
2.5.4	<i>Auditor General</i> .....	48
2.5.5	<i>By-Laws and Policies</i> .....	48
2.5.6	<i>Communication</i> .....	48
2.5.7	<i>Websites</i> .....	49
<b>CHAPTER 3: ORGANISATIONAL DEVELOPMENT PERFORMANCE .....</b>		<b>52</b>
3.1	PERFORMANCE HIGHLIGHTS – MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT .....	52
3.2	CHALLENGES – MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT.....	52
3.3	INTRODUCTION TO THE MUNICIPAL WORKFORCE .....	53
3.3.1	<i>Employment Equity</i> .....	53
A)	Employment Equity targets/actual .....	53

---

B)	Employment Equity vs Population .....	53
C)	Occupational Categories - Race .....	54
D)	Occupational Levels - Race.....	54
E)	Departments - Race .....	55
3.3.2	<i>Vacancy Rate</i> .....	55
3.3.3	<i>Turnover rate</i> .....	56
3.4	MANAGING THE MUNICIPAL WORKFORCE.....	57
3.4.1	<i>Injuries</i> .....	57
3.4.2	<i>Sick Leave</i> .....	58
3.4.3	<i>HR Policies and Plans</i> .....	58
3.5	CAPACITATING THE MUNICIPAL WORKFORCE .....	59
3.5.1	<i>Skills Matrix</i> .....	59
3.5.2	<i>Skills Development – Training provided</i> .....	60
3.5.3	<i>Skills Development - Budget allocation</i> .....	62
3.6	MANAGING THE MUNICIPAL WORKFORCE EXPENDITURE.....	62
3.6.1	<i>Personnel Expenditure</i> .....	62
<b>CHAPTER 4: STRATEGIC PERFORMANCE .....</b>		<b>66</b>
4.1	NATIONAL KEY PERFORMANCE INDICATORS .....	66
4.2	GENERAL PRIORITY AREAS.....	67
4.3	BASIC SERVICE DELIVERY .....	69
4.3.1	<i>Basic Service Delivery Performance Highlights</i> .....	69
4.3.2	<i>Basic Service Delivery Challenges</i> .....	70
4.3.3	<i>Access to Free Basic Services</i> .....	70
4.3.4	<i>Access to basic level of services</i> .....	71
A)	Capital budget spent on municipal services.....	72
B)	Percentage spending on total capital budget .....	74
C)	Summary of backlogs that must still be addressed.....	74
4.3.5	<i>Water and Sanitation</i> .....	74
A)	Water Service Delivery Levels .....	74

B)	Sanitation Service Delivery Levels.....	76
4.3.6	<i>Electricity</i> .....	78
4.3.7	<i>Housing</i> .....	79
A)	Municipal infrastructure and other grants.....	80
4.3.8	<i>Refuse Removal</i> .....	81
4.3.9	<i>Roads</i> .....	81
A)	Tarred Roads.....	82
B)	Graveled Roads .....	82
C)	Cost of Construction/Maintenance.....	82
4.3.10	<i>Stormwater</i> .....	82
a)	Storm Water Infrastructure .....	82
B)	Cost of Construction/Maintenance.....	83
4.4	LED.....	83
4.4.1	<i>LED Strategy</i> .....	83
4.4.2	<i>Economic Activity</i> .....	85
4.4.3	<i>LED initiatives</i> .....	85
4.4.4	<i>Challenges: LED</i> .....	86
<b>CHAPTER 5: FUNCTIONAL PERFORMANCE.....</b>		<b>89</b>
5.1	OVERVIEW OF PERFORMANCE .....	92
5.2	PERFORMANCE HIGHLIGHTS PER FUNCTIONAL AREAS .....	93
5.3	PERFORMANCE PER FUNCTIONAL AREA .....	95
A	Executive and Council .....	95
B)	Corporate Services .....	102
C)	Finance.....	119
D)	Development .....	127
E)	Operations .....	146
F)	Technical Services .....	147
<b>CHAPTER 6: FINANCIAL PERFORMANCE .....</b>		<b>164</b>
6.1	FINANCIAL SUSTAINABILITY .....	164

## Theewaterskloof Local Municipality Annual Report 2009/10

a)	Municipal Financial Viability and Management - National KPIs .....	164
6.1.1	<i>Operating Results</i> .....	164
6.1.2	<i>Outstanding Debtors</i> .....	166
A)	Gross outstanding debtors per service .....	166
B)	Total debtors age analysis.....	166
6.1.3	<i>Viability indicators</i> .....	167
a)	Level of reliance on grants and subsidies.....	167
B)	Liquidity ratio .....	168
6.1.4	<i>Audited Outcomes</i> .....	168
6.1.5	<i>Equitable Share vs Total Revenue</i> .....	168
6.1.6	<i>Repairs and Maintenance</i> .....	169
6.1.7	<i>Capital funded by source</i> .....	170
<b>LIST OF ABBREVIATIONS</b> .....		<b>171</b>
<b>ANNEXURE A: FINANCIAL STATEMENTS</b> .....		<b>1</b>
<b>ANNEXURE B: REPORT OF THE AUDITOR GENERAL</b> .....		<b>1</b>
<b>REPORT OF THE AUDIT COMMITTEE</b> .....		<b>1</b>

## LIST OF TABLES

TABLE 1: MUNICIPAL WARDS.....	17
TABLE 2: DEMOGRAPHIC INFORMATION OF THE MUNICIPAL AREA – TOTAL POPULATION.....	20
TABLE 3: TOTAL NUMBER OF HOUSEHOLDS .....	20
TABLE 4: OVERVIEW OF THE NEIGHBOURHOODS WITHIN MUNICIPAL AREA .....	22
TABLE 5: KEY ECONOMIC ACTIVITIES .....	23
TABLE 6: DESCRIPTION OF ECONOMIC ACTIVITIES .....	24
TABLE 7: SOCIO ECONOMIC INFORMATION .....	24
TABLE 8: DEMOGRAPHIC INFORMATION OF THE MUNICIPAL AREA – GENDER .....	25
TABLE 9: POPULATION CATEGORIES BY AGE .....	25
TABLE 10: MUNICIPAL CHALLENGES .....	27
TABLE 11: GOOD GOVERNANCE AND PUBLIC PARTICIPATION PERFORMANCE HIGHLIGHTS.....	29
TABLE 12: GOOD GOVERNANCE AND PUBLIC PARTICIPATION CHALLENGES .....	30
TABLE 13: COUNCIL .....	31
TABLE 14: COUNCIL MEETINGS .....	31
TABLE 15: EXECUTIVE MAYORAL COMMITTEE .....	32
TABLE 16: COMMITTEE MEETINGS.....	32
TABLE 17: PORTFOLIO COMMITTEES .....	34
TABLE 18: ADMINISTRATIVE GOVERNANCE STRUCTURE.....	34

## Theewaterskloof Local Municipality Annual Report 2009/10

---

TABLE 19: WARD 1 COMMITTEE MEETINGS .....	35
TABLE 20: WARD 2 COMMITTEE MEETINGS .....	36
TABLE 21: WARD 3 COMMITTEE MEETINGS .....	36
TABLE 22: WARD 4 COMMITTEE MEETINGS .....	36
TABLE 23: WARD 5 COMMITTEE MEETINGS .....	37
TABLE 24: WARD 6 COMMITTEE MEETINGS .....	37
TABLE 25: WARD 7 COMMITTEE MEETINGS .....	38
TABLE 26: WARD 8 COMMITTEE MEETINGS .....	38
TABLE 27: WARD 9 COMMITTEE MEETINGS .....	38
TABLE 28: WARD 10 COMMITTEE MEETINGS .....	39
TABLE 29: WARD 11 COMMITTEE MEETINGS .....	39
TABLE 30: WARD 12 COMMITTEE MEETINGS .....	39
TABLE 31: FUNCTIONING OF WARD COMMITTEES.....	40
TABLE 32: LABOUR FORUM .....	41
TABLE 33: IDP FORUM .....	42
TABLE 34: IZIMBIZO .....	42
TABLE 35: STRATEGIES.....	43
TABLE 36: IMPLEMENTATION OF THE STRATEGIES .....	44
TABLE 37: MEMBERS OF THE AUDIT COMMITTEE.....	46
TABLE 38: MEMBERS OF THE AUDIT COMMITTEE.....	46
TABLE 39: INTERNAL AUDIT FUNCTIONS .....	47
TABLE 40: BY-LAWS .....	48
TABLE 41: POLICIES.....	48
TABLE 42: COMMUNICATION ACTIVITIES .....	49
TABLE 43: WEBSITE CHECKLIST .....	50
TABLE 44: PERFORMANCE HIGHLIGHTS– MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT .....	52
TABLE 45: CHALLENGES – MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT .....	52
TABLE 46: 2009/10 EE TARGETS/ACTUAL BY RACIAL CLASSIFICATION .....	53
TABLE 47: 2009/10 EE TARGETS/ACTUAL BY GENDER CLASSIFICATION .....	53
TABLE 48: EE POPULATION 2009/10 .....	53
TABLE 49: OCCUPATIONAL CATEGORIES .....	54
TABLE 50: OCCUPATIONAL LEVELS .....	55
TABLE 51: DEPARTMENT - RACE .....	55
TABLE 52: VACANCY RATE PER POST AND FUNCTIONAL LEVEL.....	56
TABLE 53: VACANCY RATE PER SALARY LEVEL .....	56
TABLE 54: TURNOVER RATE.....	57
TABLE 55: INJURIES.....	57
TABLE 56: SICK LEAVE .....	58
TABLE 57: HR POLICIES AND PLANS .....	59
TABLE 58: SKILLS MATRIX .....	60
TABLE 59: SKILLS DEVELOPMENT .....	61
TABLE 60: BUDGET ALLOCATED AND SPENT FOR SKILLS DEVELOPMENT.....	62
TABLE 61: PERSONNEL EXPENDITURE .....	62
TABLE 62: PERSONNEL EXPENDITURE .....	64
TABLE 63: PERFORMANCE IN TERMS OF THE NATIONAL KEY PERFORMANCE INDICATORS .....	67
TABLE 64: GENERAL PRIORITY AREAS .....	69
TABLE 65: BASIC SERVICE DELIVERY PERFORMANCE HIGHLIGHTS .....	70
TABLE 66: BASIC SERVICE DELIVERY CHALLENGES .....	70
TABLE 67: FREE BASIC SERVICES TO INDIGENT HOUSEHOLDS .....	70
TABLE 68: FREE BASIC SERVICES TO INDIGENT HOUSEHOLDS PER TYPE OF SERVICE .....	71

---

## Theewaterskloof Local Municipality Annual Report 2009/10

---

TABLE 69: ACCESS TO BASIC LEVEL OF SERVICES .....	72
TABLE 70: CAPEX.....	72
TABLE 71: TOTAL CAPITAL EXPENDITURE ON NEW ASSETS.....	73
TABLE 72: TOTAL CAPITAL EXPENDITURE.....	74
TABLE 73: BACKLOGS .....	74
TABLE 74: WATER SERVICE DELIVERY LEVELS .....	75
TABLE 75: SANITATION SERVICE DELIVERY LEVELS .....	77
TABLE 76: ELECTRICITY SERVICE DELIVERY LEVELS .....	78
TABLE 77: HOUSING.....	80
TABLE 78: MUNICIPAL INFRASTRUCTURE AND OTHER GRANTS .....	80
TABLE 79: REFUSE REMOVAL SERVICE DELIVERY LEVELS .....	81
TABLE 80: TARRERD ROADS .....	82
TABLE 81: GRAVELED ROADS .....	82
TABLE 82: COST OF CONSTRUCTION/MAINTENANCE OF ROADS .....	82
TABLE 83: STORMWATER INFRASTRUCTURE .....	82
TABLE 84: COST OF CONSTRUCTION/MAINTENANCE OF STORMWATER SYSTEMS.....	83
TABLE 85: IMPLEMENTATION OF THE LED STRATEGY .....	85
TABLE 86: ECONOMIC ACTIVITY BY SECTOR.....	85
TABLE 87: LED INITIATIVES.....	86
TABLE 88: FUNCTIONAL BREAKDOWN .....	92
TABLE 89: SUMMARY OF TOTAL PERFORMANCE .....	92
TABLE 90: PERFORMANCE HIGHLIGHTS PER FUNCTIONAL AREA.....	95
TABLE 91: KPI PERFORMANCE: EXECUTIVE & COUNCIL.....	102
TABLE 92: KPI PERFORMANCE: CORPORATE SERVICES.....	119
TABLE 93: KPI PERFORMANCE: FINANCE .....	126
TABLE 94: KPI PERFORMANCE: DEVELOPMENT.....	146
TABLE 95: KPI PERFORMANCE: OPERATIONS.....	147
TABLE 96: KPI PERFORMANCE: TECHNICAL SERVICES.....	162
TABLE 97: NATIONAL KPI'S FOR FINANCIAL VIABILITY AND MANAGEMENT.....	164
TABLE 98: PERFORMANCE AGAINST BUDGETS.....	164
TABLE 99: GROSS OUTSTANDING DEBTORS PER SERVICE .....	166
TABLE 100: SERVICE DEBTOR AGE ANALYSIS .....	166
TABLE 101: RELIANCE ON GRANTS .....	167
TABLE 102: LIQUIDITY RATIO .....	168
TABLE 103: AUDIT OUTCOMES.....	168
TABLE 104: EQUITABLE SHARE VS TOTAL REVENUE .....	168
TABLE 105: REPAIRS & MAINTENANCE AS % OF TOTAL OPEX .....	169
TABLE 106: CAPITAL FUNDED BY SOURCE .....	170

---

## LIST OF FIGURES

---

FIGURE 1: VISION AND MISSION .....	16
FIGURE 2: THEEWATERSKLOOF AREA MAP .....	18

---

## LIST OF GRAPHS

---

## Theewaterskloof Local Municipality Annual Report 2009/10

---

GRAPH 1: TOTAL POPULATION GROWTH .....	20
GRAPH 2: TOTAL % INDIGENT HOUSEHOLDS WITHIN THE MUNICIPAL AREA .....	21
GRAPH 3: GENDER POPULATION.....	25
GRAPH 4: POPULATION CATEGORIES BY AGE.....	26
GRAPH 5: WATER SERVICE DELIVERY LEVELS .....	75
GRAPH 6: WATER WITH MINIMUM SERVICE LEVEL .....	76
GRAPH 7: SANITATION/SEWERAGE SERVICE DELIVERY LEVELS .....	77
GRAPH 8: SANITATION/SEWERAGE MINIMUM STANDARDS .....	77
GRAPH 9: ELECTRICITY SERVICE DELIVERY LEVELS .....	79
GRAPH 10: ELECTRICITY LEVELS ABOVE MINIMUM STANDARDS .....	79
GRAPH 11: REFUSE REMOVAL SERVICE DELIVERY LEVELS .....	<b>ERROR! BOOKMARK NOT DEFINED.</b>
GRAPH 12: REFUSE REMOVAL LEVELS ABOVE STANDARDS .....	<b>ERROR! BOOKMARK NOT DEFINED.</b>
GRAPH 13: OVERALL PERFORMANCE OF DIRECTORATES.....	92
GRAPH 14: REVENUE.....	165
GRAPH 15: OPERATING EXPENDITURE .....	165
GRAPH 16: DEBT PER TYPE OF SERVICE .....	166
GRAPH 17: RELIANCE ON GRANTS AS %.....	167
GRAPH 18: REVENUE STREAMS.....	169
GRAPH 19: REPAIRS AND MAINTENANCE AS PERCENTAGE OF OPEX.....	169
GRAPH 20: CAPITAL FUNDED BY SOURCE .....	170

## EXECUTIVE MAYOR'S FOREWORD

---

I am extremely proud to present the annual report for 2009/10, the fourth in my tenure as executive mayor of the Theewaterskloof Municipality. Throughout the current term of government I based my commitment to the Theewaterskloof Municipality on the powers and functions of local municipalities.

I am proud to say that the document gives an excellent overview of the state of affairs of council and the administration. It gives specific insight in the various directorates and functions of the municipality. It deliberates about functional service delivery and the financial state of affairs of the municipality. The report creates a platform for 2009/10 and the future and indicates that, due to innovative thinking and the sensible utilisation of limited resources, growth and development is possible.

The 2009/2010 year is a notable and an exceptional one in the history of Theewaterskloof Municipality:

- It is the last full year of the current term of governance in Theewaterskloof; and
- The next annual report will in all likelihood be drafted by the third council of the Theewaterskloof authority.

Taking everything this council achieved into consideration I use this opportunity to reflect on the year 2009/2010 and those prior to it in this term:

A turn-around strategy was implemented at the start of 2006 and transformed Theewaterskloof Municipality from a dysfunctional local government to a municipality "fit for purpose".

After achieving several awards for housing, services and communication the success of Theewaterskloof municipality's turn-around strategy was confirmed when it received an award from National Business Awards (NBA) 2010 for the best local government in service delivery. Recently the municipality also received the awards for the best housing project and best housing officer from the National Housing Board.

In 2006 the municipality was crippled by political instability, insufficient and ineffective administrative and management structures, crisis management, unsubstantiated centralization, a lack of service delivery and deteriorating infrastructure. Communities were excluded from local government processes and trustworthy Integrated Development Plan (IDP) did not exist.

The keys of "turn around" unlocked the service delivery potential and abilities of the municipality. It provided for political stability, high levels of corporate governance, improved relations with stakeholders, reduced the gap between stakeholder expectations and municipal abilities and infrastructure and bulk service upgrades and expansions. "Turn-around" became a reality through critical political and administrative investigations, planning and interventions including annual planning sessions and strategies such as "capacity building", "financial viability" and "mind the gap".

Decentralization took service delivery and public participation to communities and resulted in extended town management systems, extended community involvement and participative governance, effective town management systems, service level agreements (SLA) and efficient ward committees.

Developmental initiatives secured a local economic development strategy and fast tracked economic growth and poverty alleviation through job creation. Infrastructure now operates at design capacity, providing optimum service delivery.

The focus on institutional readiness secured a fully functional municipal administration. Sound financial management and control followed and whilst the municipality received five audit qualifications in 2005/06 the statements for 2007/08 and 2008/09 were unqualified.

Corporate governance obtained discipline and performance enhancing mechanisms such as town grading and corporate auditing processes.

Success brings with it responsibility and challenges to develop on higher levels – although a nice one, compared to the situation when this council took over, the new Council's primary challenge is to extend capacities and abilities to provide in the ever escalating needs for services and delivery.

The resurrection of Theewaterskloof municipality as a financial viable, service delivering and sustainable third tier government was initiated by council and the administration.

The year 2009/2010 confirms an era of successful turnaround from an unstable local governance to a viable, sustainable and successful municipality. Final changes to the turnaround strategy implemented for Theewaterskloof Municipality were completed this year.

It is fair to say, and the report underpins the fact, that a solid foundation exists for the fourth term of the Theewaterskloof municipal council. Theewaterskloof Municipality is ideally positioned to serve its people in terms of the legal and statutory obligations of municipalities.

I have stated on several occasions that we are blessed to have in our midst, one of the finest – if not the best – municipal manager in South Africa. I thank Mr. Stan Wallace for the incredible work he did with the administration and stabilisation of council.

I thank the Executive Committee for their support and dedication to this fine municipality - it is a privilege to lead people of your caliber.

I already discussed the importance of a united council and I thank all parties who made it possible. I salute a dedicated council.

Thanks to Directors and all personnel as well as special thanks to all the town managers - thank you all for your ongoing support and co-operation.

I direct a special word of thanks to the public and various communities in Theewaterskloof who worked with us and actively participated in processes to provide good municipal governance and services. Thank you for supporting us and for allowing us to serve you.

I want to Praise our Heavenly Father for His guidance, without Him nothing would have been possible.

**Alderman Chris Punt**

**Executive Mayor**

## MUNICIPAL MANAGER'S FOREWORD

---

Due to the forthcoming municipal elections in 2011 the Annual Report for 2009/2010 is the last to include inputs from the current political administration.

It is therefore appropriate to comment on the legacy of the current political fraternity for this municipality and the people and communities of Theewaterskloof.

Taking the situation of 2006, when this administration came into power, into consideration, it is fair to say that good political leadership facilitated good governance and a functional administration in Theewaterskloof.

Earlier this year Professor Willie Esterhuysen, well known philosopher and political analyst, referred at the annual town grading function to the various states of government: successful, "developing", failed and corrupt. Good political leadership transformed Theewaterskloof municipality from a state of "failed" to "successful".

It is appropriate to acknowledge and appreciate the efforts and impact of the political fraternity and especially the Executive Mayor, Alderman Chris Punt and his Committee for:

- Political stability;
- Political unity;
- Functional interaction and participation with the administration;
- A collective commitment to the turnaround strategy;
- Creating a sustainable, service delivering municipality for the people by the people; and
- Making Theewaterskloof municipality a national role model.

I want to focus on a few critical priorities or achievements, if you like, of the report year:

- Last year the downward spiral experienced by Theewaterskloof municipality were halted and replaced by an environment conducive for holistic growth and development. The development pattern continued and Theewaterskloof is positioning itself as one of the best in the Western Cape and nationally.
- Last year I said that the administration changed its modus operandi to deal with cause rather than symptoms - this year the municipality continued on that path. Successes achieved with this approach indicate that employees are experienced, skilled and in general "fit for purpose".

- Dealing with cause was extended to act pre actively once potential challenges and threats were identified. Once again the municipality narrowed the gap between its institutional abilities and capacities and community needs and expectations. The effect of decentralisation and town offices in advanced communication between the municipality and public increased and facilitated high levels of interactive government.
- The municipality succeeded to fund several infrastructure development programs through its own budgeted finances, supplemented with special grants from infrastructure advancement sources.

Infra structural and bulk services upgrades, replacements and expansions are expected to cost hundreds of millions over the next four years. Our indigent population is still increasing and the current economic strains still impact on the ability of consumers and ratepayers to carry the municipal financial burden.

This financial year again pointed at certain realities:

- Financial viability of the Municipality remains the single biggest obstacle or threat for the achievement of exceptional levels of service delivery and the required development and maintenance of municipal infrastructure and assets. We need to become even more creative in finding new solutions for the challenges we face. To create additional capacities and improved financial viability we need to develop partnerships with the business community, financial sponsors and other stakeholders.
- Central and Provincial governments need to take note of the financial difficulty facing and threatening the local government sector. They need to find or design new and more appropriate models of financing of local governments, as to enable the latter to address the challenges it faces.
- Given a narrow income base and inadequate funding of municipalities, we understand that it will take time, in fact much longer than we anticipated, addressing backlogs in infrastructure and to improve service standards to levels, beyond the most basic.
- Not all the goals to achieve high levels of service delivery, financial viability and infrastructure will be achieved in the current 5 year term.
- Administrative excellence and levels of corporate governance improved again and facilitated a third unqualified audit statement in as many financial years. The municipality succeeded to improve its financial viability as a result of good administration and although sufficient finances remain a relative concept it is also improving.
- The service enhancement methodology of Service Level Agreements (SLA) was extended to all the town offices. SLA's exists for all the offices and is creating better service delivery in critical needs.

- With the support of the DBSA the municipality redefined, re-branded and re-packed its tourism “product” and initial trends indicates that the municipal area is increasing its image as a primary tourism destination on all geographic levels.
- Theewaterskloof municipality needs to continue putting the fundamentals in place, as to develop longer term sustainable solutions and strategies and to establish a performance driven culture and environment. Such efforts will bare dividends in three to four years time and will create a good platform for the third term of this municipality.
- We must create a situation for those who follow us to focus more freely on the future and implementation of what we are now strategising, developing and implementing. We must protect them from spending time to resolve the wrongs of the past and to do preparatory work.

Whilst stating what must still be done I cannot ignore the acknowledgements the municipality received for its overall achievements. During the report year the municipality received the National Business Award for the best municipality in service delivery.

Acknowledgements come with responsibility and although I would enjoy proclaiming that we have arrived and are the best I cannot do so. We know what we succeeded with but much must still be achieved before we can even consider ourselves to be the best. I am however convinced that we are getting very close to be the best we can be.

This municipality also received awards for the best housing project and best housing officer from the National Housing Board. From the outset of this term we focused on sustainable housing for all people and we performed in this regard. Acknowledgement is indeed sweet.

Thanks to the Executive Mayor and his committee, as well as the caucuses of the other parties on Council for their inspired leadership and support during the past year.

I acknowledge and applaud the work of my directors, their teams and the ward committees.

I thank all stakeholders, partners and others who supported and assisted us in 2009/2010.

Thank you to the communities for their understanding and active support and assistance in our attempts to develop the Theewaterskloof Municipality as a service provider of which that we can all be proud of.

**Stan Wallace**

**Municipal Manager**

# CHAPTER 1

## MUNICIPAL OVERVIEW



## CHAPTER 1: INTRODUCTION AND MUNICIPAL OVERVIEW

---

### 1.1 MUNICIPAL OVERVIEW

---

The 2009/10 Annual Report reflects on the performance of the municipality for the period 1 July 2009 to 30 June 2010. The Annual Report is prepared in terms of Section 121(1) of the Municipal Finance Management Act (MFMA), in terms of which the Municipality must prepare an Annual Report for each financial year.

It aims to provide the reader with an insight into the activities of the municipality during the past year.

---

#### 1.1.1 VISION AND MISSION

---

**The Municipality committed itself to the vision and mission of:**



*Figure 1: Vision and Mission*

### 1.1.2 DEMOGRAPHIC INFORMATION

#### A) MUNICIPAL GEOGRAPHICAL INFORMATION

The Theewaterskloof Municipality is the largest local authority in the Overberg District, embracing the City of Cape Town on its western boundary and sharing the eastern coastline with the Overstrand Municipality. It is the most populous municipality in the Overberg District (44% of the total district population). Its economic activity, as measured by Gross Regional Product, accounts for 41% of the broader District economy.

Theewaterskloof Municipality can be categorised as a rural area with open spaces and farming activities as is clear from the land and areas occupied by agriculture, small holdings and other land uses.

#### Wards

The Municipality is currently structured into the following 12 Wards:

WARD	AREAS
1	Riviersonderend
2	Greyton & Genadendal (Hewelkroon, Bereaville, Bosmanskloof, Voorstekraal)
3	Caledon (Bergsig, Vleiview, Santa, Uitsig, Myddleton, Sidesaviwa, Station)
4	Caledon (Diepgrat, Dorp, Tesselaarsdal)
5	Villiersdorp (Highnoon, South Field, Bo-Radyn, Hederstroom)
6	Villiersdorp (Twaalfontein, Emerald View, Vyerboom Kooperasie, Theewaterskloof Plaas, Draaiberg, Tweefontein, Tiekasfontein, Waterval Plaas, Normandie, Brandwag)
7	Botrivier
8	Grabouw (Rooidakke, Appeltiser Park, Pineview North, Elfco & Gaaitjie, Oukaapseweg)
9	Grabouw (All Farms under the Vyerboom Area, Elgin Timbers)
10	Grabouw (All Farms from Vuki Farm to Monteith Farm)
11	Grabouw (Town, Waterworks, Bevellyhills, Pineview, Molteno Park)
12	Grabouw (Hillside, Melrose Place, SnakePark, Siteview, Ouderbrug, Applethwaite Dennekruin, Waterwerkwerke, Xolanaledi )

**Table 1: Municipal Wards**

**Below is a map of the Western Cape that indicates the location of the Municipality in the Overberg District area:**



*Figure 2: Theewaterskloof Area map*

## **GRABOUW**

Closest proximity to Cape Town, and is the Municipality's largest economic centre. Grabouw and the broader Elgin Valley are an agricultural area and home to the bulk of the apple and pear farming and the fruit and beverage manufacturing. It hosts three of the largest apple packing houses – Two-a-day, Kromco and Valley Packers, the first of Appletiser's manufacturing plants and Elgin fruit juices. There is also a growing viticulture industry in the area. The area is well known for its cut flowers and gardens. In addition to agriculture, the area is becoming a well known tourism destination with two famous farm stalls (Orchards and Peregrine), the Eikenhof Dam, several farm-based facilities, the annual open gardens festival, the MTO forestry plantations and various conservancies.

## **VYEBOOM AND VILLIERSDORP**

Both apple and pear growing areas, with some viticulture. The area is probably best known for the Theewaterskloof Dam which supplies Cape Town with its water and serves as a significant water sport and recreational destination.

The Vyeboom valley on the western side of Villiersdorp is responsible for a large percentage of the apple and pear crops of the district. Several fruit farms have their own cold storage rooms because the exporting of fruit has become an enormous industry.

## CALEDON

Is home to the Municipal headquarters, an agricultural service centre and the location of choice for most regional government services in the area. Two economic landmarks in the town are SAB Masters' largest malting plant in the Southern Hemisphere to which almost 100% of the barley produce is delivered, and the Caledon Casino and hot springs, a popular destination for passing tourists and visitors. The surrounding farmlands grow barley, canola and wheat, and there is some dairy activity.

## GREYTON

To the northeast of Caledon, is largely a tourist destination and lifestyle living destination. The surrounding area is farmlands, largely producing deciduous fruit.

Greyton is a peaceful town in a beautiful mountain setting, where various outdoor activities can be enjoyed. On entering Greyton, the jewel of the Overberg, one is immediately reminded of an Old English Village. This beautiful small town is nestled at the foot of the Riviersonderend Mountains with the Riviersonderend River on its boundary.

## GENADENDAL

Just before Greyton, is an old Moravian mission station and a small settlement with large tracts of communal land.

## BOTRIVIER

Mainly tourism-based with some manufacturing and potential for future expansion of its light manufacturing.

## RIVIERSONDEREND

Is the north-eastern edge of the Municipal boundary and the last town you pass through on the N2 before entering Swellendam Municipal area. It is a small farming village on the N2 Garden Route. Dry land farming dominates in the area.

## B) POPULATION

---

The municipality is estimated to account for **44%** or **107 009** of the Overberg District's population in 2009.

### a) Total Population

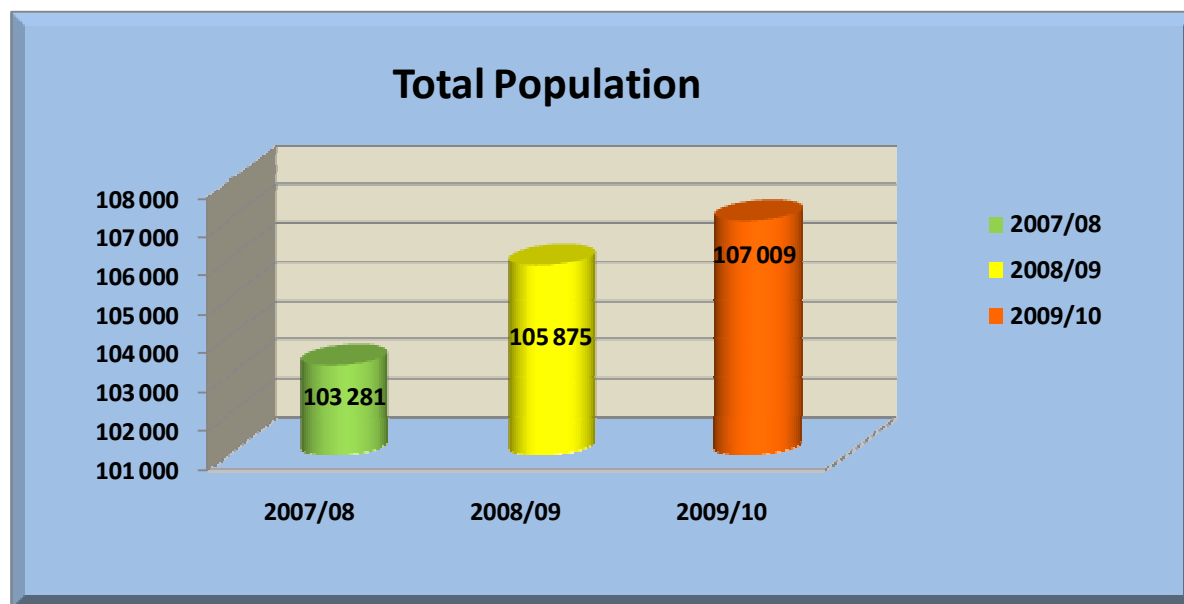
The table below indicates the total population within the municipal area:

2007/08	2008/09	2009/10
103 281	105 875	107 009

*Table 2: Demographic information of the municipal area – Total population*

The population growth for the 2008/09 financial year was **2,5%** and for 2009/10 financial year the population growth increased with **1,1%**.

**The graph below illustrate the yearly population growth for the municipal area.**



*Graph 1: Total Population Growth*

Contradictory to estimates above (Regional Development Profile 2010), Theewaterskloof is estimated to have a population of between 90,000 and 110,000 people. Formal population estimates vary between 86 719 (Community Survey 2007) and 103 281 (Centre for Actual Research, 2005). Informal estimates from the Municipality are even higher at around 110 000 people.

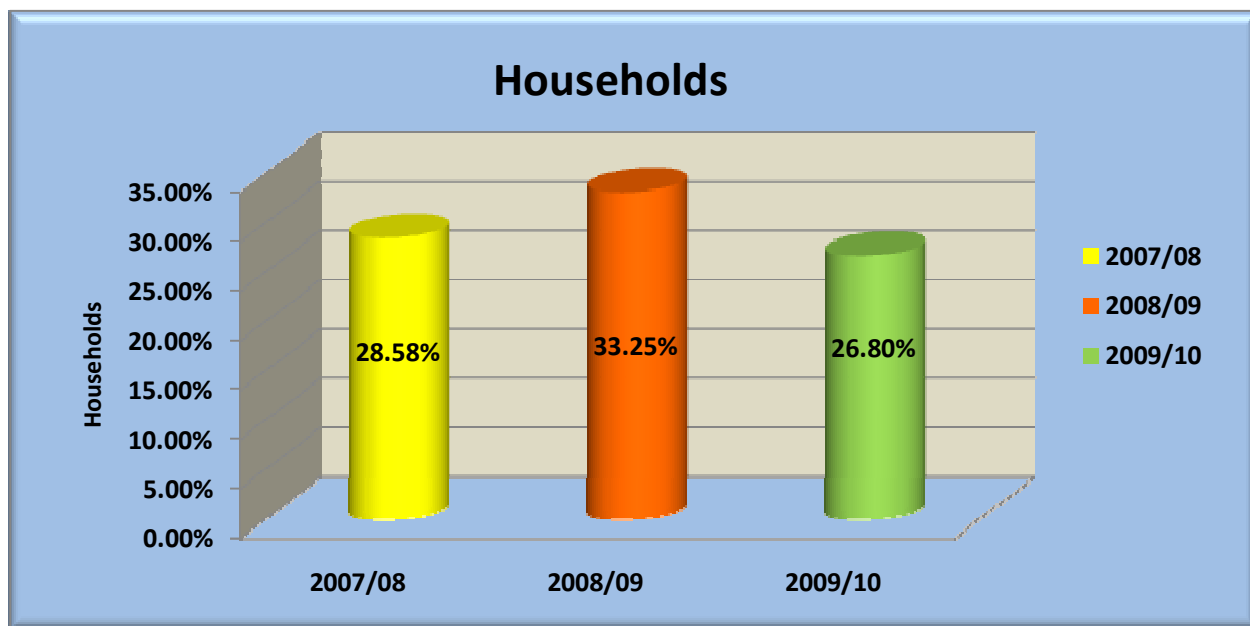
### C) HOUSEHOLDS

The total number of households within the municipal area increased from 7962 households in 2007/08 financial year to a total of 8528 households in 2009/10 financial year. This indicates an increase of 7.1% in the total number of households within the municipal area over the two years.

Households	2007/08	2008/09	2009/10
Number of households in municipal area	20 502	21 173	22 056
Number of indigent households in municipal area	5 859	7 039	5 911
Percentage of indigent households in the municipal area	28.58	33.25	26.80

*Table 3: Total number of households*

The graph below shows that the total number of indigent households increased from 5 859 in 2007/08 to 5 911 in 2009/10 financial year.



Graph 2: Total % indigent households within the municipal area

The following table shows the overall population as well as the total number of households within the specific settlement types namely: towns, townships, rural settlements and informal settlements:

Settlement Type	No of Households
<b>Towns-Urban Area</b>	
Grabouw	3 818
Villiersdorp	2 202
Caledon/Myddleton	2 989
Botrivier	1 085
Riviersonderend	1 868
Greyton (Including Heuwelkruin)	1 904
Genadendal	1 840
<b>Sub-Total</b>	<b>15 706</b>
<b>Peri-urban / Rural dense areas</b>	
Bereaville	151
Boschmanskloof	172
Voorstekraal	161
Tesselaarsdal / Bethoeskloof	370
<b>Sub-Total</b>	<b>854</b>

Settlement Type	No of Households
<b>Rural settlements</b>	
Farms	1 289
<b>Sub-Total</b>	<b>1 289</b>
<b>Informal settlements</b>	
Goniwe Park (Villiersdorp)	350
Poekom (Villiersdorp)	300
Westside (Villiersdorp)	250
Hillside (Grabouw)	59
Sideview(Grabouw)	239
Beverly Hills(Grabouw)	236
Pineview Waterworks(Grabouw)	739
Iraq(Grabouw)	387
Rooidakke(Grabouw)	621
Zola(Grabouw)	324
Darkside(Grabouw)	90
New Frans(Botrivier)	412
Joe Slovo Squart	120
Sidesiviwa (Caledon)	80
<b>Sub-Total</b>	<b>4 207</b>
<b>Total</b>	<b>22 056</b>

*Table 4: Overview of the neighbourhoods within municipal area*

#### D) KEY ECONOMIC ACTIVITIES

Agricultural production generates **36.47%** of the local economy, making this the predominant sector. Its importance is further emphasized by the contribution of agri-processing within the local manufacturing sector. The manufacturing sector, as a whole, accounts for **12.46%** of the local economy. There is also a growing tourism sector captured in the wholesale & retail trade, catering & accommodation sector, which contributed **R 203,6 million** or **13.88%** of the local economy as indicated in the table below:

Key Economic Activities	1995	2000	2005	Share	Avg Growth	Avg Growth	Avg Growth
	Rmn	Rmn	Rmn	2005(%)	1995-2005	2000-2005	2004-2005
Agriculture, forestry & fishing	421.81	481.67	535.00	36.47	2.41	2.12	4.47
Manufacturing	204.47	188.63	182.82	12.48	(1.11)	(0.62)	1.68

## Theewaterskloof Local Municipality Annual Report 2009/10

Electricity & Water	17.57	19.17	20.85	1.42	1.73	1.70	2.08
Construction	40.40	41.14	51.14	3.49	2.39	4.45	6.06
Wholesale & retail; catering & accommodation	121.88	158.67	203.58	13.88	5.26	5.11	6.07
Transport & communication	56.90	82.09	105.90	7.22	6.41	5.22	3.41
Financial & business services	114.20	130.53	174.11	11.87	4.31	5.93	4.21
CSP Services	68.86	72.02	74.57	5.08	0.80	0.70	3.25
General government services	160.03	136.93	140.02	9.54	(1.33)	0.45	3.46

**Table 5: Key Economic activities**

The economic activities are described in the table below:

Key Economic Activities	Description
Agriculture, forestry & fishing	<p>Agricultural production generates 36,5% of the local economy, making this the predominant sector. Its importance is further emphasized by the contribution of agri-processing within the local manufacturing sector. The Theewaterskloof economy is dominated by agriculture – both primary production and manufacturing. The sector is well organised with various produce-based organisations. The pome fruit producers are organised in the Elgin-Grabouw-Villiersdorp-Vyeboom Farmers' Association with an office based in Grabouw.</p> <p>The wine farmers are part of a wine guild, and the wheat and barley farmers are organised under the Grain Association of South Africa. There is also a separate barley association, a dairy association and an emerging farmers' group called the Small Farmers' Association. Nationally, the agricultural sector has been a stagnant performer, growing at around 3% below annual GDP growth. In the last 10 years, the Theewaterskloof agricultural sector has out-performed the national agricultural sector growth despite the slump in the forestry, pome, grain and wine markets globally. This is testament to the business skill and entrepreneurial acumen in the area.</p>
Manufacturing	<p>Both nationally and in Theewaterskloof, manufacturing has been in decline. Manufacturing in the area is largely agri-processing (90% of turnover). Beverages account for 41% of the manufacturing sector with well-known fruit juice brands and Appletiser located in the Grabouw-Elgin Valley and SAB's largest malt processing plant in the southern hemisphere located in Caledon. A further 37% of the area's manufacturing is classified as processed and canned fruit and vegetables. This sector, together with the fresh fruit industry, accounts for the bulk of the exports out of the area.</p> <p>Despite the slow growth in the sector, opportunities exist for niche market value-adding, as demonstrated by the success of value-adding businesses like the bottled fruit syrups produced by the Feast-De-Renaissance business. There are opportunities to identify other similar high-end niche markets to add value to the raw produce.</p> <p>Clothing is a new sector entering the market, taking advantage of the availability of labour, easy access to Cape Town and cheap light-industrial premises in the area.</p>
Construction	<p>The construction sector has grown steadily, notching over 6% growth between 2004 and 2005. Growth in the sector has also out-performed the national GDP averages, both in the local economy and the adjacent Overstrand and Cape Town economies.</p> <p>Traditionally, Theewaterskloof has been known for its artisan pool drawn from both Genadendal and Grabouw. The presence of the Overberg Training College which provides</p>

	construction-related training, the established carpentry business in the area and the ready pool of labour make it an ideal site for construction businesses to locate and from which to source workers. Interestingly, the bulk of the construction activity in the area, using 2006 data, is in the electrical contracting arena, suggesting that there is a large amount of electrical sub-contracting based in the area.
Wholesale & retail; catering & accommodation	<p>The wholesale &amp; retail trade, catering &amp; accommodation sector has been one of the fastest growing sectors in the area. Most of this growth has been concentrated around the local tourism industry.</p> <p>The retail sector is very dependent on the agricultural sector, in so far as much of the local money in circulation is earned from this sector. While growth locally has generally mirrored national growth (with some peaks and troughs), the current resident volumes combined with the lack of serviced land available for development are major constraints on the development of the potential in this sector. However, the anticipated upturn in the agricultural economy and Theewaterskloof's proximity to Cape Town and Overstrand (both of which are nearing capacity), presents an opportunity. This, combined with the Municipality's plans to expand its bulk infrastructure, creates potential to expand the rates base and create the conditions for sector growth.</p>
Transport & communication	The transport sector has also been a growth driver. Again this can be attributed to the general upturn in the sector and to the location of several freight transport businesses and Gaffley's public transport in the area.
Financial & business services	<p>The business services sector has been a steady growth driver in the local economy and deserves to be encouraged. The growth can largely be attributed to the upturn in the property market and the large agricultural service industry. There is, however, some talk of elements of this relocating to Stellenbosch due to challenges related to attracting managers into the area and in particular housing them. In both Grabouw and Caledon, there is a shortage of middle income housing stock. This has driven house prices up and is a disincentive to locating in the area.</p> <p>This sector requires a critical mass to consolidate and, if secured, is likely to continue to drive growth in the area.</p>
Tourism	There is also a growing tourism sector captured in the wholesale & retail trade, catering & accommodation sector, which contributed R 203,6 million or 13,9% of the local economy.

**Table 6: Description of Economic activities**

### 1.1.3 SOCIO ECONOMIC INFORMATION

#### A) SOCIO ECONOMIC GROWTH

**The socio-economic information for the municipal area is as follows:**

Housing Backlog	Unemploy-ment Rate (%)	Households with No Income (%)	Average pass rate for numeracy and literacy (%) : Grade
9 306	39	31	77.6

**Table 7: Socio Economic information**

#### B) POPULATION BY GENDER

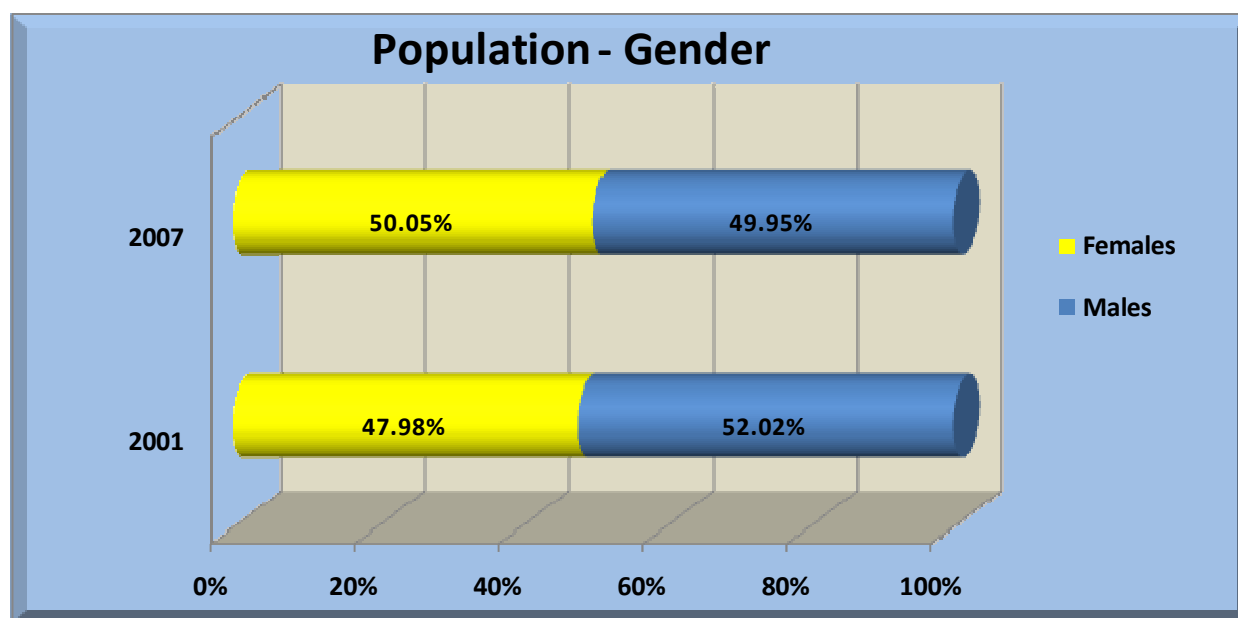
Theewaterskloof had more males than females in 2001 but slightly fewer males than females in 2007. The gender ratio of males per females changed from 108.4 males per 100 females in 2001 to 99.8

males per 100 females in 2007. Males share of the total population reduced from **52,0%** in 2001 to **49,9%** in 2007 whilst females share increased from **47,9%** to **50,1%** over the same period.

Population - Gender	2001	2007
Females	44 750	43 403
Males	48 527	43 317
<b>Total</b>	<b>93 277</b>	<b>86 720</b>

*Table 8: Demographic information of the municipal area – Gender*

The following table displays the female to male ratio.



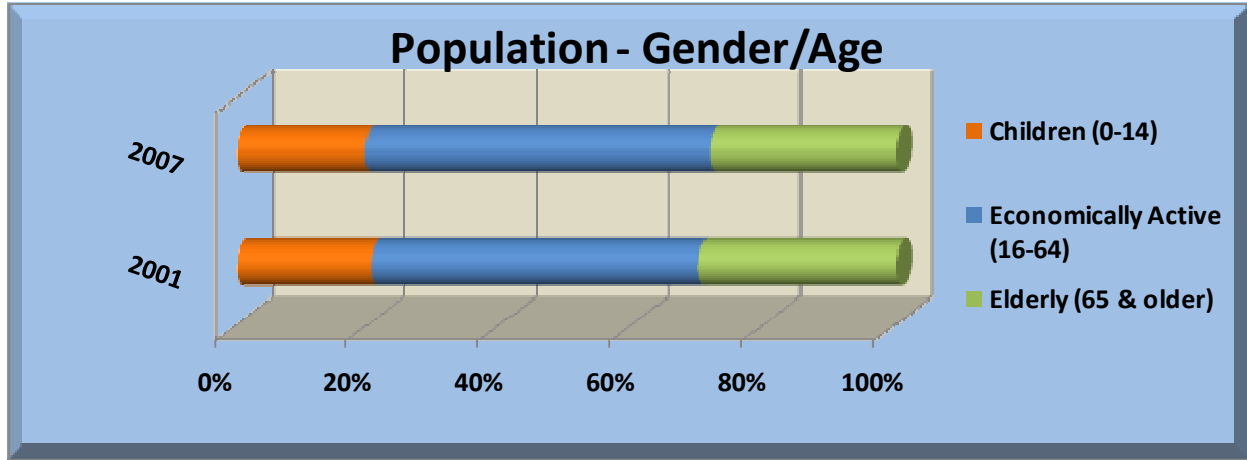
*Graph 3: Gender Population*

### C) POPULATION CATEGORIES BY AGE

Population - Gender/Age	2001 (%)	2007 (%)
Children (0-14)	27.7	26.1
Economically Active (16-64)	68.2	70.1
Elderly (65 & older)	41.0	38.0

*Table 9: Population categories by age*

The graph below indicates the population categories by age



Graph 4: Population categories by age

#### 1.1.4 MUNICIPAL CHALLENGES

The following general challenges are experienced by the municipality:

CHALLENGES	ACTIONS TO ADDRESS
<b>Employment and job creation</b>	
Poverty, job creation and crime	<ul style="list-style-type: none"> <li>• LED should receive a greater Poverty Alleviation focus in the budget which includes sustainable livelihoods and Skills development</li> <li>• Focus should shift to business retention and SMME development rather than SMME establishment</li> <li>• NGOs represent the voices of the marginalised and provide bridges into the economy for unskilled and unemployed residents and emerging businesses. This includes, but is not limited to, providing skills-based training, employment intermediation services and an entrepreneurship development programme. To play these roles effectively, the sector needs to be organised, coordinated and resourced</li> <li>• Sector-based organisations have been called on to champion interventions and business leaders are needed to identify on-going opportunities</li> </ul>
<b>Environment</b>	
Our natural environment remains our biggest asset and more should be done in optimizing such an asset	<ul style="list-style-type: none"> <li>• To enhance the development of tourism driven development next to the Theewaterskloof dam</li> <li>• To have a more holistic development approach in terms of housing and holiday/leisure activities.</li> <li>• To support sporting eco tourism eg mountain bike route, mountaineering, abseil and other adrenalin filled, outdoor activities</li> <li>• Further development of hiking trails in partnership with Cape Nature.</li> </ul>
<b>Infrastructure and backlogs</b>	

CHALLENGES	ACTIONS TO ADDRESS
Inability in resolving Infrastructure and Bulk services over short Term.	<ul style="list-style-type: none"> <li>• While the municipality endeavours to protect our environment, the need for further development to provide quality of life for all requires an open mind</li> <li>• Continuous updating of our Master Planning will provide the municipality with answers, however, shortage of funds could result in further backlogs</li> <li>• Undertake assessment of short, medium and long term infrastructure and bulk services needs and requirements and plan accordingly for replacement, upgrading, and expansion and develop financial and funding solutions and projections</li> </ul>
<b>Housing</b>	
Slow Delivery of Housing due to insufficient funding from Province as well as unavailability of Land in some area.	<ul style="list-style-type: none"> <li>• Identify and proceed with land purchase and or transfer</li> <li>• Find Alternative means of addressing Farm Worker Housing</li> <li>• Improve the management of new housing developments through proactive planning and submission of project applications for funding</li> <li>• New greenfield project in Grabouw Rooidakke will enable a true</li> <li>• Opportunity for integration in that beneficiaries will be sourced / selected from the housing register and mixture of farm workers, Waterworks and Irak residents will participate</li> </ul>
<b>Social and community development</b>	
Not Municipal core function Lack of institutional capacity Lack strategies & funding	<ul style="list-style-type: none"> <li>• Partnerships to be initiated with government institutions, NGO's, NPO's, CBO's , Business and other Private institutions</li> <li>• A database of NGO's, NPO's, &amp; CBO's needs to be coordinated and established by the Municipality. This would ensure integration of initiatives and funding</li> <li>• Calendar of events to be published</li> </ul>

**Table 10: Municipal Challenges**

## CHAPTER 2

### GOVERNANCE



## CHAPTER 2: GOVERNANCE

Good governance has 8 major characteristics. It is participatory, consensus oriented, accountable, transparent, responsive, effective and efficient, equitable and inclusive and follows the rule of law. It assures that corruption is minimized, the views of minorities are taken into account and that the voices of the most vulnerable in society are heard in decision-making. It is also responsive to the present and future needs of society.

### 2.1 PERFORMANCE HIGHLIGHTS - GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Highlight	Description
Implementation of an Electronic Records Management System (ERMS)	<p>The following components of the Electronic Records Management system were implemented and officials trained:</p> <ul style="list-style-type: none"> <li>• Correspondence Management and Workflow (139 officials trained)</li> <li>• Committee Management (72 officials trained)</li> <li>• Contract Management ( 60 officials trained)</li> <li>• Burial Management ( 14 officials trained)</li> <li>• Housing Registry (11 officials trained)</li> </ul>
Special Recognition for the Municipality's commitment to the Promotion of Access to Information.	Theewaterskloof Municipality received Special Recognition for its commitment to enhance the implementation of the Promotion of Access to Information Act at the SAHRC and ODAC Openness & Responsiveness Award Ceremony in September 2009
Functionality of Ward Committees	<ul style="list-style-type: none"> <li>• Ward committees played an active role in the IDP and Budget process</li> <li>• A budget workshop for ward committees was held where the whole budgeting process was explained and workshopped with ward committee members</li> <li>• Another workshop focused on the clarification of roles and responsibilities</li> <li>• A ward Summit facilitated by the Municipal Manager was conducted where after an assessment was done on the functionality of the ward committees</li> </ul>

**Table 11: Good Governance and Public Participation Performance Highlights**

### 2.2 CHALLENGES - GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Description	Actions to address
Ward Committee members are not giving feedback to or consult their constituencies	<ul style="list-style-type: none"> <li>• Sectoral Representatives will be required to provide proof of their feedback to the Sector that they represent by means of the Minutes of such meeting</li> <li>• The Geographic representatives will be required to in consultation with the ward Councilors give feedback to their communities</li> </ul>

Description	Actions to address
	biannually
A significant decline in Public participation <ul style="list-style-type: none"> <li>• January 2009 (1599 attendees);</li> <li>• September/October 2009 (1068 attendees)</li> <li>• April 2010 (1046 attendees)</li> </ul>	With the new elections, the appointment of new ward committee members and the capacitating of these ward committee members emphasis will be placed on their roles and the importance of public participation and keeping their constituents updated on the functions and actions of the municipality

**Table 12: Good Governance and Public Participation Challenges**

## 2.3 GOVERNANCE STRUCTURE

### 2.3.1 POLITICAL GOVERNANCE STRUCTURE

The council performs both legislative and executive functions. They focus on legislative, oversight and participatory roles, and have delegated its executive function to the Executive Mayor and the Mayoral Committee. Their primary role is to debate issues publicly and to facilitate political debate and discussion. Apart from their functions as decision makers, councillors are also actively involved in community work and the various social programmes in the municipal area.

#### A) COUNCIL

Below is a table that categorised the councillors within their specific political parties and wards:

Name of councilor	Capacity	Political Party	Ward representing or proportional
C B Punt	Executive Mayor	DA	Proportional
S Vashu	Deputy Mayor	DA	Deputy Mayor from April 2010
P Stanfliet	Deputy Mayor	ID	Was Deputy Mayor and Councillor until April 2010-resigned
C Vosloo	Speaker	DA	Ward 5
L de Bruyn	Executive Mayoral Committee	DA	Ward 3
A Hattingh	Executive Mayoral Committee	DA	Ward 11
M Tshaka	Executive Mayoral Committee	DA	Proportional
P Adams	Proportional Councillor	DA	Ward 1
S Baird	Proportional Councillor	DA/ OD	Ward 1
A Arendse	Proportional Councillor	DA	Ward 2
K Tiemie	Ward Councillor	DA	Ward 1
M Damon	Ward Councillor	ANC	Ward 10

Name of councilor	Capacity	Political Party	Ward representing or proportional
J Pheiffer	Ward Councillor	ID	Ward 7
S Fredericks	Ward Councillor	DA	Ward 9
V C Mazembe	Ward Councillor	ANC	Ward 6
A Hanekom	Ward Councillor	DA	Ward 4
J Nellie	Proportional Councillor	ANC	Ward 6
C November	Ward Councillor	ANC	Ward 8
K Papier	Proportional Councillor	ID	Ward 3 PR
T Simmers	Proportional Councillor	ACDP	Ward 3 PR
M Appel	Proportional Councillor	ANC	Ward 7 PR
C Booysen-Nefdt	Ward Councillor	DA	Ward 12
D Ruiters	Proportional Councillor	ANC	Ward 3
C Wood	Ward Councillor	DA	Ward 2

**Table 13: Council**

Below is a table which indicates the Council meetings attendance for the 2009/10 financial year:

Meeting dates	Number of reports considered	Council Meetings Attendance %	Apologies for non-attendance %
30 July 2009	10	86.96	13.04
27 August 2009	11	78.26	17.39
29 October 2009	30	82.61	17.39
26 November 2009	13	82.61	17.39
27 January 2010	13	73.91	13.04
25 March 2010	3	78.26	8.70
25 May 2010	2	73.91	21.74

**Table 14: Council meetings**

## B) EXECUTIVE MAYORAL COMMITTEE

The Executive Mayor of the Municipality, Councillor Punt, assisted by the Mayoral Committee, heads the executive arm of the Municipality. The Executive Mayor is at the centre of the system of governance, since executive powers are vested in him to manage the day-to-day affairs. This means that he has an overarching strategic and political responsibility. The key element of the executive model is that executive power is vested in the Executive Mayor, delegated by the Council, and as well as the powers assigned by legislation. Although accountable for the strategic direction and performance of the Municipality, the Executive Mayor operates in concert with the Mayoral Committee.

The name and portfolio of each Member of the Mayoral Committee is listed in the table below.

Name of member	Capacity
Alderman C B Punt	Executive Mayor
Councillor S Vashu	Deputy Mayor
Councillor L de Bruyn	Fulltime Councillor
Councillor M Tshaka	Fulltime Councillor
Councillor C Vosloo	Fulltime Councillor
Councillor A Hattingh	Fulltime Councillor

**Table 15: Executive Mayoral Committee**

The table below indicates the dates of the Committee meetings and the number of reports submitted to Council for the 2009/10 financial year:

Meeting dates	Number of reports submitted to council
21 July 2009	5 Items - 4 referred to Council
18 August 2009	8 Items - 7 referred to Council
22 September 2009	7 Items - 5 referred to Council
21 October 2009	21 Items - 20 referred to Council
16 November 2009	14 Items - 9 referred to Council
19 January 2010	11 Items - 10 referred to Council
18 February 2010	6 Items - 6 referred to Council
16 March 2010	5 Items - 4 referred to Council
20 April 2010	12 Items - 11 referred to Council
18 May 2010	13 Items - 12 referred to Council

**Table 16: Committee Meetings**

### **C) PORTFOLIO COMMITTEES**

The Port Folio Committees are in effect in the main and in an advisory capacity responsible for the Corporate Management related decisions i.e. in respect of a specific port folio and which in our instance are Finance, Corporate, Development, Technical/Operations. Such Committees need to ensure that suitable strategies, policies, working procedures, service standards, parameters etc are in place in terms of which a particular support service, resource of the Council or service of the Council is performed, managed and administered. The framework in terms of which the Ward Committees and the Town Managers need to act is determined at such a level. Such a committee also corporately monitors compliance with such corporate requirements and monitor performance of the organization in terms of the strategies and standards set by it.

## Theewaterskloof Local Municipality Annual Report 2009/10

The portfolio committees for the 2006/11 Mayoral term and their Chairpersons are as follow:

Date of meeting	Chairperson	Section 79 or 80 Committee	Number of reports submitted to council
<b>Corporate Services</b>			
3 September 2009	Councillor SJ Vashu	Section 79	1 Item - 0 refer to EMC
3 November 2009	Councillor SJ Vashu	Section 79	3 Items - 2 refer to EMC
2 February 2010	Councillor SJ Vashu	Section 79	4 Items - 3 refer to EMC
2 March 2010	Councillor SJ Vashu	Section 79	1 Item - 1 refer to EMC
5 May 2010	Councillor SJ Vashu	Section 79	3 Items - 2 refer to EMC
2 June 2010	Councillor SJ Vashu	Section 79	2 Items - 2 refer to EMC
<b>Development Services</b>			
4 August 2009	Councillor M Tshaka	Section 79	9 Items - 6 refer to EMC
3 September 2009	Councillor M Tshaka	Section 79	5 Items - 4 refer to EMC
6 October 2009	Councillor M Tshaka	Section 79	10 Items - 9 refer to EMC
12 November 2009	Councillor M Tshaka	Section 79	1 Item - 0 refer to EMC
2 February 2010	Councillor M Tshaka	Section 79	8 Items - 3 refer to EMC
2 March 2010	Councillor M Tshaka	Section 79	2 Items - 2 refer to EMC
6 April 2010	Councillor M Tshaka	Section 79	2 Items - 2 refer to EMC
4 May 2010	Councillor LM de Bruyn	Section 79	8 Items - 7 refer to EMC
2 June 2010	Councillor LM de Bruyn	Section 79	7 Items - 7 refer to EMC
<b>Technical Services</b>			
2 September 2009	Councillor LM de Bruyn	Section 79	1 Item - 0 refer to EMC
7 October 2009	Councillor LM de Bruyn	Section 79	1 Item - 1 refer to EMC
18 November 2009	Councillor LM de Bruyn	Section 79	2 Items - 0 refer to EMC
3 February 2010	Councillor LM de Bruyn	Section 79	2 Items - 0 refer to EMC
3 March 2010	Councillor LM de Bruyn	Section 79	2 Items - 0 refer to EMC
7 April 2010	Councillor LM de Bruyn	Section 79	3 Items - 3 refer to EMC
5 May 2010	Councillor AJ Hattingh	Section 79	4 Items - 3 refer to EMC
3 June 2010	Councillor AJ Hattingh	Section 79	3 Items - 3 refer to EMC
<b>Financial Services</b>			
21 July 2009	Councillor PU Stanfliet	Section 79	5 Items - 4 refer to EMC
17 August 2009	Councillor PU Stanfliet	Section 79	2 Items - 2 refer to EMC
21 September 2009	Councillor PU Stanfliet	Section 79	1 Item - 1 refer to EMC
19 October 2009	Councillor PU Stanfliet	Section 79	7 Items - 6 refer to EMC
16 November 2009	Councillor PU Stanfliet	Section 79	2 Items - 2 refer to EMC
16 February 2010	Councillor PU Stanfliet	Section 79	1 Item - 1 refer to EMC

Date of meeting	Chairperson	Section 79 or 80 Committee	Number of reports submitted to council
15 March 2010	Councillor PU Stanfliet	Section 79	1 Item - 1 refer to EMC
20 April 2010	Councillor M Tshaka	Section 79	6 Items - 6 refer to EMC
17 May 2010	Councillor M Tshaka	Section 79	1 Item - 1 refer to EMC

**Table 17: Portfolio Committees**

### 2.3.2 ADMINISTRATIVE GOVERNANCE STRUCTURE

A key priority of the Top Management has been to establish a solid leadership core within the organisation which permeates through to middle and supervisory management levels. The Top Management Structure is outlined in the table below:

Name of Official	Department	Performance agreement signed
		(Yes/No)
Horace Wallace	Municipal Manager	Yes
Joseph Isaacs	Director Corporate Services	Yes
Stephen Jacobs	Director Finance	Yes
Monwabisi Gxoyiya	Director Development	Yes
Jan Barnard	Director Operations	Yes
Conrad van Heerden	Director Technical Services	Yes

**Table 18: Administrative Governance Structure**

### 2.4 PUBLIC ACCOUNTABILITY

Section 16 of the MSA refers specifically to the development of a culture of community participation within municipalities. It states that a municipality must develop a culture of municipal governance that complements formal representative government with a system of participatory governance. For this purpose it must encourage and create conditions for the local community to participate in the affairs of the community. Such participation is required in terms of:

- The preparation, implementation and review of the IDP;
- Establishment, implementation and review of the performance management system;
- Monitoring and review of the performance, including the outcomes and impact of such performance; and
- Preparation of the municipal budget

Theewaterskloof Municipality utilises its ward committees and Town Advisory forums as the primary consultative structure and access point to ensure public participation and accountability.

#### 2.4.1 WARD COMMITTEES

The ward committee is in the main a service delivery management mechanism. This body guides the Town Manager in terms of local service delivery needs, priorities, standards and also acts as the representative monitoring body through which the local community can monitor service delivery implementation, progress and general performance. The successful functioning of the Town Management model is to a large extent reliant on the successful functioning of the Ward Committee system. As a result one of the first transformational interventions was to re assess the successful functioning of such committees. They were eventually all abolished and the process of reconstituting, electing and training of such committees was repeated.

##### Ward 1: Riviersonderend

Name of representative	Capacity representing	Number of meetings held during the year
Hans Jurie Human	Farmers	8
Maria Magdalena Vaaltyn	Joe Slovo informal settlement	
L Blom	Sport	
G September	Social Services	
T Baartman	Riviersonderend Community Foundation	
P Brouwer	Religion	
A Rossouw	Farm Workers Union	
C Fluks	Youth	
Clive Sandenburgh	Ratepayers Association	

**Table 19: Ward 1 Committee Meetings**

##### Ward 2: Greyton & Genadendal

Name of representative	Capacity representing	Number of meetings held during the year
C van Lingen	Agriculture	9
C Davids	Bereaville	
C Barthus	Voorstekraal	
C B R Wessels	Genadendal	
C Windvogel	Greyton	

Name of representative	Capacity representing	Number of meetings held during the year
D Crabtree	Greyton Residents Organisation	
H Memanie	Youth	
Charlton Cole	Sport and Recreation	
G Juries	Genadendal Transformation Committee	
Petrus Madjiet	Boschmanskloof	

**Table 20: Ward 2 Committee Meetings**

### Ward 3: Caledon

Name of representative	Capacity representing	Number of meetings held during the year
Audrey Pretorius	Community Police Forum	8
Anthony de Bruin	Bergsig	
Magdaleen Isaacs	Side Saviva	
Evelyn Kiewietz	Myddleton	
Natasha Arendse	The Grail	
Pastor Kenny Hoffman	Religion	
Bronson Europa	Vlei View	
Jane Arendse	Uitsig	
Andrew Barry	HIV/ Aids	
Terrance Carltn	Education/ Sport	

**Table 21: Ward 3 Committee Meetings**

### Ward 4: Caledon

Name of representative	Capacity representing	Number of meetings held during the year
Manie Theron	Education/ Sport	7
Martie Koegelenberg	Tourism	
Michelle Wessels	Museum	
J S Hauman	Diepgat	
Marita van der Merwe	Health	
De Wet Badenhorst	Fauna and Flora	
Riaan Els	Business Chamber	
Mattheus Willemse	Community Police Forum	
Johlene Norval	Elders	

**Table 22: Ward 4 Committee Meetings**

### Ward 5: Villiersdorp

Name of representative	Capacity representing	Number of meetings held during the year
Mel Elliot	Tourism	9
Daniel Daniels	Bo-Radyn	
Pompe van der Meerdervoort	Ratepayers Association	
Hendrick Schoeman	Agriculture	
Nelis Lambrecht	Business Chamber	
Nick de Wet	Community Police Forum	
Sameul Kleynhans	Villiersdorp	
P J Harmse	Helderstroom	

**Table 23: Ward 5 Committee Meetings**

### Ward 6: Villiersdorp

Name of representative	Capacity representing	Number of meetings held during the year
Thandabantu Mbonjwe	Sport/ Education	9
Roseline Dyonta	Welfare and Health	
Hermanus Visagie	Religion	
Thembela Sihoyo	Women	
Essiena Philander	Youth	
M Grobbelaar	Theewaterskloof Country Estate Home Owners Association	
Iris Miriam Murray	Education	
Ernst Poswa	HIV/ Aids	
Alice Dilman	Community Police Forum	

**Table 24: Ward 6 Committee Meetings**

### Ward 7: Botrivier

Name of representative	Capacity representing	Number of meetings held during the year
Sameul Linders	Lebanon	8
James Daniels	Sport and Recreation	
Isaac Adonis	Youth	
B Europa	Health and Welfare	
Charles Jaars	Religion	
Johan van Niekerk	Ratepayers Association	

Name of representative	Capacity representing	Number of meetings held during the year
Dries Appelgryn	Botrivier	

**Table 25: Ward 7 Committee Meetings**

### Ward 8: Grabouw

Name of representative	Capacity representing	Number of meetings held during the year
Catherine M Mohlomi	Religion	6
Simon Ranosi	Housing	
Zoliswa Mketi	Arts and Crafts	
Sandra Jafta	Youth	
Funikele Binjana	Rooidakke	
Hendrik Mozes	Appletizer Park	
H Fredericks	Pineview North	
G Theunissen	Pineview Elfco	
M Nojoko	Education	
Jafta Swarts	Health and Welfare	

**Table 26: Ward 8 Committee Meetings**

### Ward 9: Grabouw

Name of representative	Capacity representing	Number of meetings held during the year
Lena Saayman	Elgin Timbers	6
Keith Bradley	EGVV	
Joan April	Vyeboom Health	
Garanisa Julies	Molteno	
Janet Ambrose	Stille Hoop	
Helen Skirmand	Women on Farms	
Wilfred Mathibane	Ou Werf	
David Tieties	Dennebos	
Beverley Engelbrecht	Fortuin Farms	

**Table 27: Ward 9 Committee Meetings**

**Ward 10: Grabouw**

Name of representative	Capacity representing	Number of meetings held during the year
Jack Johnson	Dennegeur	6
Richard Damons	Kentucky	
Alfred Mhlabe	Dennegeur	
Johannes Janse	Norham	
Clara Hendricks	Fine Farms	
Jacobus Booysen	Vuki	
Henry Januarie	Maxonia	
Owen Booysen	Sunridge	
Pieter Arnold	Monteith	

**Table 28: Ward 10 Committee Meetings**

**Ward 11: Grabouw**

Name of representative	Capacity representing	Number of meetings held during the year
Rodney Johnson	Business Chamber	6
Thandeka Ndlebe	Waterworks	
Sydwell Bidi	Beverley Hills	
Albert Pontac	Pineview	

**Table 29: Ward 11 Committee Meetings**

**Ward 12: Grabouw**

Name of representative	Capacity representing	Number of meetings held during the year
Henry Syster	Hillside	6
Mncedisi Mshwenya	Oudebrug	
William Nomxhanya	Applethwaite	
Novusikhaya Mzimba	Melrose	
Dorothy Koppies	Xola Naledi	
Nomthandazo Mkuku	Siteview	
Vuyokazi Rudidi	Youth	
Aaron Nondoda Mbalo	Religion	
John Kleinschmidt	Bosbou	

**Table 30: Ward 12 Committee Meetings**

## 2.4.2 FUNCTIONALITY OF WARD COMMITTEE

The purpose of a ward committee is:

- to get better participation from the community to inform council decisions;
- to make sure that there is more effective communication between the council and the community;  
and
- to assist the ward councillor with consultation and report-backs to the community.

Ward committees should be elected by the community they serve. A ward committee may not have more than 10 members and women should be well represented. The ward councillor serves on the ward committee and act as the chairperson. Although ward committees have no formal powers, they advise the ward councillor who makes specific submissions directly to the council. These committees play a very important role in the development and annual revision of the integrated development plan of the area.

The table below provides information on the establishment of Ward Committees and their functionality.

Ward Number	Committee established (Yes / No)	Number of reports submitted to the Speaker's Office	Number meetings held during the year	Committee functioning effectively (Yes / No)	Actions to address
1	Yes	All the minutes as submitted to the speaker's office	8	Yes	A major issue to address amongst all ward committees is regular feedback to the public as well as their respective Constituencies
2	Yes		9	Yes	
3	Yes		8	Yes	
4	Yes		7	Yes	
5	Yes		9	Yes	
6	Yes		9	Yes	
7	Yes		8	Yes	
8	Yes		6	Yes	
9	Yes		6	Yes	
10	Yes		6	Yes	
11	Yes		6	Yes	
12	Yes		6	Yes	

**Table 31: Functioning of Ward Committees**

## 2.4.3 REPRESENTATIVE FORUMS

### A) LABOUR FORUM

The table below specifies the members of the Labour forum for the 2009/10 financial year:

Name of representative	Capacity	Meeting dates
Mr A Hattingh	Councillor	17 September 2009 28 October 2009 24 November 2009 26 January 2010 24 February 2010 1 April 2010 6 May 2010
Mr S Vashu	Councillor	
Ms D Ruiters	Councillor	
Mr J Isaacs	Director Corporate Services	
Mr C van Heerden	Director Technical Services	
Mr S N Jacobs	Director Finance	
Mr M H Gxoyiya	Director Development	
Mr J Barnard	Director Operations	
Mr W M Riddles	SAMWU	
Mr T Sias	SAMWU	
Mr L Mbaku	SAMWU	
Mr H Witbooi	SAMWU	
Ms B Shuma	SAMWU	
Mr J P Shuma	IMATU	
Mr M August	IMATU	
Mr A B Faul	IMATU	

**Table 32: Labour Forum**

### B) IDP FORUM

Name of representative	Capacity	Meeting dates
Mr Stan Wallace	Municipal Manager	15 June 2009 17 August 2009 14 September 2009 23 November 2009
Mr Stephen Jacobs	Director Finance	
Mr Joseph Isaacs	Director Corporate Services	
Mr Honey Gxoyiya	Director Development	
Mr Conrad van Heerden	Director Technical Services	
Mr Jan Barnard	Director Operations	
Mrs Belinda Swartland	Manager IDP/PMS	
Alderman C B Punt	Executive Mayor	
Councilor S Vashu	Deputy Mayor	
Councilor L de Bruyn	Fulltime Councilor	
Councilor M Tshaka	Fulltime Councilor	

Name of representative	Capacity	Meeting dates
Councilor C Vosloo	Fulltime Councilor	
Councilor A Hattingh	Fulltime Councilor	

**Table 33: IDP Forum**

#### 2.4.4 IZIMBIZO

Izimbizo gives further effect and concrete expression to participatory democracy so that communities can exercise their rights to be heard, and assist with the national effort to build a better life for all.

Government launched the Imbizo programme in 2001 as a period of intensified activity where all spheres of government - national, provincial and local - interact with the people across the country. The Imbizo initiative plays an important role as an interactive style of governance, which creates more space for public participation and involvement around interactive implementation of government's Programme of Action.

Imbizo is about unmediated communication between government and its people. It is a forum for enhancing dialogue and interaction between senior government executives and ordinary people and provides an opportunity for government to communicate its programmes and progress directly to the people. Izimbizo also promotes participation of the public in the programmes to improve their lives. Interaction through Izimbizo highlights particular problems needing attention, blockages in implementation of policy, or policy areas that may need review. It draws public input into how best to tackle challenges and gives the President and others direct access to what people say and feel about government and service delivery, to listen to their concerns, their grievances and advice about the pace and direction of government's work.

The table below indicates the dates of Municipal Izimbizo:

Date of events	Event Purpose	Number of Participating Municipal Councillors	Number of Participating Municipal Officials	Number of Community members attending	Issues raised by community
28 September 2009 to 7 October 2009	IDP & Budget review	15 Councilors	12 Municipal officials	1068 registered community members	Housing, infrastructure, bulk services, electricity, ambulance services, the need for clinics and day hospitals
6 to 28 April 2010	IDP & Budget feedback	15 Councilors	12 Municipal officials	1046 registered community members	Housing, infrastructure, bulk services, electricity

**Table 34: Izimbizo**

## 2.5 CORPORATE GOVERNANCE

Corporate governance is the set of processes, practices, policies, laws and stakeholders affecting the way an institution is directed, administered or controlled. Corporate governance also includes the relationships among the many stakeholders involved and the goals for which the institution is governed.

### 2.5.1 ANTI-CORRUPTION/ ANTI-FRAUD & RISK MANAGEMENT

Section 83(c) of the MSA refers to the implementation of effective bidding structures to minimize the possibility of fraud and corruption and the MFMA, section 112(1)(m)(i) identify supply chain measures to be enforced to combat fraud and corruption, favouritism and unfair and irregular practices. Section 115(1) of the MFMA states that the accounting officer must take steps to ensure mechanisms and separation of duties in a supply chain management system to minimize the likelihood of corruption and fraud.

Theewaterskloof Municipalities Anti Corruption Policy was adopted by council in November 2008.

One of the main purposes of an Anti Corruption policy is to ensure that the Municipality is in compliance with the Municipal Systems Act, Act No. 32 of 2000 which requires the Municipality, amongst other things to develop and adopt appropriate systems and procedures that contribute to effective and efficient management of the municipality and its resources.

#### A) DEVELOPED STRATEGIES

Name of strategy	Developed Yes/No	Date Adopted
Anti corruption strategy	Yes	27 November 2008
Fraud prevention strategy	Yes	27 November 2008

*Table 35: Strategies*

#### B) IMPLEMENTATION OF STRATEGIES

Strategies to implement	Key Risk Areas	Key measures to curb corruption and fraud
To commit TWK to implement a zero tolerance policy	No policy	Make public the results of hearing outcomes
To promote sound Governance and management practices	No transparency No communication	Regular meetings and opportunities to raise issues
To promote a proactive, sound, intolerant culture	Reluctant managers	Complaint boxes
To reduce losses due to fraud, corruption and theft	Ignorance of policy	Newsletters and circulars
Compliance with MFMA to implements measures for combating	Non Compliance	Roadshows

Strategies to implement	Key Risk Areas	Key measures to curb corruption and fraud
fraud, corruption and favoritism		
Promoting Ethics	No promotion/communication	Open secure discussions
Encourage the public to report suspicions	Don't care attitude	Segregation of duties

**Table 36: Implementation of the Strategies**

### C) RISK MANAGEMENT

#### Enterprise-Wide Risk Management Rollout Plan: Broad Milestones & Timelines



---

## 2.5.2 AUDIT COMMITTEE

---

Section 166(2) of the MFMA states that an audit committee is an independent advisory body which must advise the municipal council, the political office-bearers, the accounting officer and the management staff of the municipality, on matters relating to –

- internal financial control;
- risk management;
- performance management; and
- Effective governance.

---

### A) FUNCTIONS OF THE AUDIT COMMITTEE

---

The Audit Committee have the following main functions as prescribed in section 166 (2) (a-e) of the Municipal Finance Management Act, 2003, Local Government Municipal and Performance Management Regulation, 2001 and the office of the Auditor-General:

- To advise the Council on all matters related to compliance and effective governance;
- To review the annual financial statements to provide Council with an authoritative and credible view of the financial position of the municipality, its efficiency and its overall level of compliance with the MFMA, the annual DoRA and other applicable legislation;
- Respond to the council on any issues raised by the Auditor-General in the audit report;
- To review the quarterly reports submitted to it by the internal audit;
- To evaluate audit reports pertaining to financial, administrative and technical systems;
- The compilation of reports to Council, at least twice during a financial year;
- To review the performance management system and make recommendations in this regard to Council;
- To identify major risks to which Council is exposed and determine the extent to which risks have been minimized;
- To review the annual report of the municipality;
- Review the plans of the Internal Audit function and in so doing; ensure that the plan addresses the high-risk areas and ensure that adequate resources are available.
- Provide support to the Internal Audit function.
- Ensure that no restrictions or limitations are placed on the Internal Audit section.

**B) MEMBERS OF THE AUDIT COMMITTEE**

Name of representative	Capacity	Meeting dates
CW Martin	Chairperson	30 April 2010 20 January 2010 18 September 2009 20 November 2009 15 December 2009
GN Lawrence	Member	
LM Matseliso	Member	
WP Coetzee	Member	
N Ontong	Member	

**Table 37: Members of the Audit Committee**

**2.5.3 PERFORMANCE AUDIT COMMITTEE**

The Regulations require that the performance audit committee comprises of a minimum of three members, the majority of whom are external people. Section 14(2)(b) of the Regulations further stipulates that the performance audit committee must include at least one person who has expertise in performance management.

- Section 14(3)(a) of the Regulations requires that the performance audit committee of a municipality must meet at least twice during each financial year. However, additional special meetings of the performance audit committee may be called for by any member of the committee, where sufficient justification exists in terms of Section 14(3)(b) of the Regulations.

**A) FUNCTIONS OF THE PERFORMANCE AUDIT COMMITTEE**

In terms of Section 14(4)(a) of the Regulations the performance audit committee has the responsibility to -

- (i) review the quarterly reports produced and submitted by the internal audit process;
  - (ii) review the municipality's performance management system and make recommendations in this regard to the council of the municipality; and
- B) at least twice during each financial year submit a performance audit report to the council of the municipality.

Members of the Performance Audit Committee

Name of representative	Capacity	Meeting dates
CW Martin	Chairperson	18 October 2009 20 November 2009 15 December 2009 30 April 2010
GN Lawrence	Member	
F Toefy	Member	

**Table 38: Members of the Audit Committee**

### 2.5.3 INTERNAL AUDITING

Section 165 (2) (a), (b)(iv) of the MFMA requires that:

The internal audit unit of a municipality must –

- (a) Prepare a risk based audit plan and an internal audit program for each financial year;
- (b) Advise the accounting officer and report to the audit committee on the implementation on the internal audit plan and matters relating to:
  - Risk and risk management

The Deputy Director Internal Audit was appointed in September 2009. Prior to this appointment, the internal audit unit was allocated under the Director Finance. In order to prevent the possibility of biasness, the internal audit unit was relocated to the office of the Municipal Manager. The current unit comprises of a Deputy Director Internal Audit, an Internal Auditor and an Internal Audit Clerk.

Below are the functions of the Internal Audit Unit that was performed during the financial year under review:

Function	Date/ Number
Risk analysis completed/reviewed	April 2009
Risk based audit plan approved for 2009/10 financial year	17 June 2009
Internal audit programme drafted and approved	13 March 2009
Number of audits conducted and reported on	22
<b>Audit reports included the following key focus areas:</b>	
Internal controls	15
Accounting procedures and practices	8
Risk and risk management	20
Performance management	2
Loss control	3
Compliance with the MFMA and other legislation	4

**Table 39 Internal Audit Functions**

#### 2.5.4 AUDITOR GENERAL

The municipality was audited by the Auditor-General of South Africa in terms of section 188 of the Constitution and section 4 of the Public Audit Act and section 126 of the MFMA and the audit report for the financial year under review is in chapter 7 of this report.

#### 2.5.5 BY-LAWS AND POLICIES

Section 11 of the MSA gives municipal Councils the executive and legislative authority to pass and implement by-laws and policies.

No by-laws were reviewed during the financial year under review, but below is a list of all the by-laws developed and reviewed during the previous financial year:

<b>By-laws developed/revised</b>	<b>Date adopted</b>	<b>Public Participation Conducted Prior to adoption of By-Laws (Yes/No)</b>	<b>Date of Publication</b>
Indigent Policy	28-May-08	yes	26-Sep-08
Credit Control & Debt Collection	30-May-07	yes	26-Sep-08
Indigent Policy	30-May-07	yes	26-Sep-08

**Table 40: By-laws**

Below is a list of all the policies developed and reviewed during the financial year:

<b>Policies developed/revised</b>	<b>Date adopted</b>	<b>Public Participation Conducted Prior to adoption of policy (Yes/No)</b>	<b>Date of Publication</b>
Risk Policy	27 August 2009	n/a	27 August 2009
Rates Policy	20 March 2010	n/a	20 March 2010

**Table 41: Policies**

#### 2.5.6 COMMUNICATION

The state of Theewaterskloof Municipality was a key focus point of the 2009 strategic planning session. It was determined that, since the current term of council commenced in 2006, this organ of third tier government experienced rapid and drastic changes as it transformed from a defunct municipality to one of the best in the Western Cape. This was done through the resurrection of the holistic municipal structure and mandate. The current state of affairs at the municipality is one of functionality, viability, sustainability and continued growth and development.

Amongst others, the latter refers to effective service delivery, extending democracy and communication.

The need for functional communication between the municipality and its clients is substantial as to communicate:

- The general legal function and tasks of Theewaterskloof Municipality;
- Transformation since 2006;
- Current developments and strategies; and
- The ideal future for the municipality and its clients.

Below is a communication checklist of the compliance to the communication requirements:

Communication activities	Yes/No
Communication unit	Yes
Communication strategy	Yes
Communication Policy	No
Customer satisfaction surveys	No
Functional complaint management systems	Yes
Newsletters distributed at least quarterly	Yes

**Table 42: Communication Activities**

### 2.5.7 WEBSITES

A municipal website should be an integral part of a municipality's communication infrastructure and strategy. It serves as a tool for community participation, improves stakeholder involvement and facilitates stakeholder monitoring and evaluation of municipal performance. Section 75 of the MFMA requires that the municipalities place key documents and information on their website, including the IDP, the annual budget, adjustments budgets and budget related documents and policies.

Below is a website checklist to indicate the compliance to Section 75 of the MFMA:

Documents published on the Municipal website	Date Published or Yes/ No
Current annual and adjustments budgets and all budget-related documents	June 2009
All current budget-related policies	June 2009
The previous annual report (08/09)	July 2010
All current performance agreements required in terms of section 57 (1) (b) of the Municipal Systems Act (09/10)	12 October 2009
All service delivery agreements (09/10)	No
All long-term borrowing contracts (09/10)	Yes

<b>Documents published on the Municipal website</b>	<b>Date Published or Yes/ No</b>
All supply chain management contracts above a prescribed value (give value) for 09/10	Published Monthly
An information statement containing a list of assets over a prescribed value that have been disposed of in terms of section 14 (2) or (4) during 09/10	Published Annually
Contracts agreed in 09/10 to which subsection (1) of section 33 apply, subject to subsection (3) of that section	n/a
Public-private partnership agreements referred to in section 120 made in 09/10	n/a
All quarterly reports tabled in the council in terms of section 52 (d) during 09/10	Published Monthly

***Table 43: Website Checklist***

## **CHAPTER 3**

# **ORGANISATIONAL DEVELOPMENT PERFORMANCE**



## CHAPTER 3: ORGANISATIONAL DEVELOPMENT PERFORMANCE

### 3.1 PERFORMANCE HIGHLIGHTS – MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

Highlight	Description
Improved Health and Safety	<ul style="list-style-type: none"> <li>• Occupational Health and Safety Act Policy was approved</li> <li>• Protective Clothing Policy was approved</li> </ul>
Capacity Building	<ul style="list-style-type: none"> <li>• Skills Development Plan was approved for 2009/2010</li> <li>• Training was based on the following IDP objectives of the municipality: <ul style="list-style-type: none"> <li>○ Ensuring Financial Viability;</li> <li>○ Longer term focus on LED Strategies;</li> <li>○ Emphasis on Housing Development and Administration; and</li> <li>○ Disaster management readiness</li> </ul> </li> </ul>
Organizational Structure	<ul style="list-style-type: none"> <li>• Key vacant position of Deputy Director Internal Auditing was filled</li> <li>• The additional position of Director Operations were added to the Macro Organogram</li> </ul>
Health and Safety Cost saving interventions	Current Health and Safety Officers are registered with the Compensation Commissioner as a telephonic reporter. This intervention had a huge cost-saving implication for the municipality in terms of Absenteeism

**Table 44: Performance Highlights– Municipal Transformation and Organisational Development**

### 3.2 CHALLENGES – MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

Challenge	Actions to address
Attract and Retain Scarce Skills	<ul style="list-style-type: none"> <li>• Our current remunerations structure is not market related</li> <li>• A scarce skills policy was drafted and adopted by council</li> </ul>
Human Resource Policies and Procedures	<ul style="list-style-type: none"> <li>• Slow progress with the reviewed and updated of Human Resource Policies and Procedures by the Policy Working Group</li> <li>• A process plan has been adopted to ensure that policies are addressed within a given timeframe</li> </ul>
Employment Equity	Employment Equity Committee not established within the financial year to review and update Equity Plan
T.A.S.K Job Evaluations	<p>The Final Outcome Report must be implemented</p> <p>Positions that have changed will be re-evaluated in terms of T.A.S.K, and new posts will be evaluated and linked to the new salary curve</p>

**Table 45: Challenges – Municipal Transformation and Organisational Development**

### 3.3 INTRODUCTION TO THE MUNICIPAL WORKFORCE

The political and administrative leadership acknowledge that in meeting the services delivery challenges faced by the communities of the Theewaterskloof area, the human capital of this organization is its primary asset. Managing the human capital in an effective, efficient and productive manner requires that the HR policies, practices and methodologies are continuously reviewed and updated.

The Municipality currently employs 612 officials, who individually and collectively contribute to the achievement of Municipality's objectives. The primary objective of Human Resource Management is to render an innovative HR service that addresses both skills development and an administrative function.

#### 3.3.1 EMPLOYMENT EQUITY

The Employment Equity Act (1998) Chapter 3, Section 15 (1) states that affirmative action measures are measures designed to ensure that suitable qualified people from designated groups have equal employment opportunities and are equitably represented in all occupational categories and levels in the workforce of a designated employer. The national performance indicator also refers to: "Number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan"

##### A) EMPLOYMENT EQUITY TARGETS/ACTUAL

African			Coloured			Indian			White		
Target June	Actual June	Target reach	Target June	Actual June	Target reach	Target June	Actual June	Target reach	Target June	Actual June	Target reach
114	105	92%	422	422	100%	1	1	100%	58	54	93%

*Table 46: 2009/10 EE targets/Actual by racial classification*

Male			Female			Disability		
Target June	Actual June	Target reach	Target June	Actual June	Target reach	Target June	Actual June	Target reach
415	408	98%	181	175	97%	2	2	100%

*Table 47: 2009/10 EE targets/actual by gender classification*

##### B) EMPLOYMENT EQUITY VS POPULATION

Description	African	Coloured	Indian	White	Total
Population numbers	24 435	70 475	124	11 975	107009
% Population	23	66	0	11	100
Number for positions filled	103	399	2	70	574
% for Positions filled	18	70	0	12	100

*Table 48: EE population 2009/10*

C) OCCUPATIONAL CATEGORIES - RACE

Below is a table that indicate the number of employees by race within the specific occupational categories:

Posts filled									
Occupational	Male				Female				Total
categories	A	C	I	W	A	C	I	W	
Legislators, senior officials and managers	1	8	0	12	0	1	0	7	29
Professionals	0	5	0	3	0	1	0	3	12
Technicians and associate professionals	1	9	0	4	0	3	0	1	18
Clerks	4	41	0	0	9	67	0	9	130
Service and sales workers	13	19	0	1	0	3	0	5	41
Craft and related trades workers	4	32	0	0	0	2	0	0	38
Plant and machine operators and assemblers	8	55	0	0	0	2	0	0	65
Elementary occupations	33	106	0	0	22	44	0	0	205
<b>Total permanent</b>	<b>64</b>	<b>275</b>	<b>0</b>	<b>30</b>	<b>31</b>	<b>123</b>	<b>0</b>	<b>25</b>	<b>538</b>
Non- permanent	5	16	0	0	12	5	0	0	38
<b>Grand total</b>	<b>69</b>	<b>291</b>	<b>0</b>	<b>20</b>	<b>43</b>	<b>128</b>	<b>0</b>	<b>25</b>	<b>576</b>

Table 49: Occupational Categories

D) OCCUPATIONAL LEVELS - RACE

The table below categories the number of employees by race within the occupational levels:

Occupational	Male				Female				Total
Levels	A	C	I	W	A	C	I	W	
Top Management	1	2	0	3	0	0	0	0	6
Senior management	0	6	0	5	0	1	0	0	12
Professionally qualified and experienced specialists and mid- management	0	5	0	0	0	1	0	3	9
Skilled technical and academically qualified workers, junior management, supervisors, foremen and superintendents	10	80	0	12	9	72	0	22	205
Semi-skilled and discretionary decision making	8	55	0	0	0	2	0	0	65
Unskilled and defined decision making	45	127	0	0	22	47	0	0	245
<b>Total permanent</b>	<b>64</b>	<b>275</b>	<b>0</b>	<b>20</b>	<b>31</b>	<b>123</b>	<b>0</b>	<b>25</b>	<b>538</b>
Non- permanent employees	5	16	0	0	12	5	0	0	38

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
<b>Grand total</b>	<b>69</b>	<b>291</b>	<b>0</b>	<b>20</b>	<b>43</b>	<b>128</b>	<b>0</b>	<b>25</b>	<b>576</b>

Table 50: Occupational Levels

### E) DEPARTMENTS - RACE

The following table categorises the number of employees by race within the different departments:

Department	Male				Female				Total
	A	C	I	W	A	C	I	W	
Corporate Services	2	13	0	0	1	12	0	6	34
Finance	2	11	0	1	0	16	0	5	35
Development	3	5	0	3	1	4	0	4	20
Operations	53	230	0	8	29	89	0	10	419
Technical Services	4	16	0	8	0	2	0	0	30
<b>Total permanent</b>	<b>64</b>	<b>275</b>	<b>0</b>	<b>20</b>	<b>31</b>	<b>123</b>	<b>0</b>	<b>25</b>	<b>538</b>
Non- permanent	5	16	0	0	12	5	0	0	38
<b>Grand total</b>	<b>69</b>	<b>291</b>	<b>0</b>	<b>20</b>	<b>43</b>	<b>128</b>	<b>0</b>	<b>25</b>	<b>576</b>

Table 51: Department - Race

### 3.3.2 VACANCY RATE

The approved organogram for the municipality had **726** posts for the 2009/10 financial year. The actual positions filled are indicated in the tables below by post level and by functional level. **133** Posts were vacant at the end of 2009/10.

Below is a table that indicates the vacancies within the municipality:

PER POST LEVEL		
Post level	Filled	Vacant
MM & MSA section 57	6	0
Middle management	29	1
Admin Officers	233	0
General Workers	270	46 (Not budgeted for) 86
<b>Total</b>	<b>538</b>	<b>133</b>
PER FUNCTIONAL LEVEL		
Functional area	Filled	Vacant

PER POST LEVEL		
Post level	Filled	Vacant
Corporate Services	29	12
Finance	89	7
Development	24	15
Operations	418	93
Technical Services	14	6
<b>Total</b>	<b>574</b>	<b>133</b>

*Table 52: Vacancy rate per post and functional level*

The table below indicates the number of staff per level expressed as total positions and current vacancies express as full time staff equivalents:

Salary Level	Number of current critical vacancies	Number total posts as per organogram	Vacancy job title	Vacancies (As a proportion of total posts per category)
Municipal Manager	0	1	n/a	0%
Chief Financial Officer	0	1	n/a	0%
Other S57 Managers	0	5	n/a	0%
Senior management	1	16	Manager: Solid Waste	6%
Highly skilled supervision	3	34	Technical Officer: Sewerage and Water Networks Operator Sewerage Electrician	8%
<b>Total</b>	<b>4</b>	<b>57</b>		<b>7%</b>

*Table 53: Vacancy rate per salary level*

### 3.3.3 TURNOVER RATE

A high turnover may be costly to a municipality and might negatively affect productivity, service delivery and institutional memory/organizational knowledge. The critical challenge for the current administration is to attract and retain scarce skills in the workplace. Currently, the salary packages offered by Theewaterskloof Municipality are not as competitive as those of our neighboring municipalities and the private sector. Below is a table that shows the turnover rate within the municipality. The turnover rate shows a slight **increase** from **0.54%** in 2008/09 to **5.47%** in 2009/10.

The table below indicates the turn-over rate over the last three years:

Financial year	New appointments	No total appointments as of beginning of Financial Year	No Terminations during the year	Turn-over Rate
2007/08	99	549	24	4.37%
2008/09	15	559	3	0.54%
2009/10	64	585	32	5.47%

*Table 54: Turnover Rate*

### 3.4 MANAGING THE MUNICIPAL WORKFORCE

The Human Resource division comprises of HR Administrative Services. This section is responsible for the administration of leave, fringe benefits, medical aid contributions and housing schemes. The Occupational health and Safety section, as well as the Training and skills development.

#### 3.4.1 INJURIES

An occupational injury is a personal injury, disease or death resulting from an occupational accident. Compensation claims for such occupational injuries are calculated according to the seriousness of the injury/disease and can be costly to a municipality. Occupational injury will influence the loss of man hours and therefore financial and productivity performance.

The injury rate shows a slight **decrease** for the 2009/10 financial year from **113** employees injured against **121** employees in the 2008/09 financial year.

The table below indicates the total number of injuries within the different directorates:

Directorates	2007/08	2008/09	2009/10
Municipal Manager	0	0	0
Corporate Services	1	2	1
Finance	0	0	2
Development	1	0	1
Operations	82	117	108
Technical Services	1	2	1
<b>Total</b>	<b>85</b>	<b>121</b>	<b>113</b>

*Table 55: Injuries*

### 3.4.2 SICK LEAVE

The number of day's sick leave taken by employees has service delivery and cost implications. The monitoring of sick leave identifies certain patterns or trends. Once these patterns are identified, corrective action can be taken.

The total number of employees taken sick leave during the 2009/10 financial year shows an **increase** when comparing it with the 2008/09 financial year.

The table below indicates the total number sick leave days taken within the different directorates:

Department	2007/08	2008/09	2009/10
Corporate Services	475	189	378
Finance	412	279	569.5
Development	122	126	298
Operations	1 807.5	1 641	1 886
Technical Services	396	155	327
<b>Total</b>	<b>3 212.5</b>	<b>2 390</b>	<b>3 458.5</b>

*Table 56: Sick Leave*

### 3.4.3 HR POLICIES AND PLANS

Policies and plans provide guidance for fair and consistent staff treatment and a consistent approach to the managing of staff.

The policies for the procedure for the appointment of personnel and the recruitment of "scarce skills" were developed during the 2009/10 financial year.

The table below shows the HR policies and plans that are approved and that still needs to be developed:

Approved policies	
Name of policy	Date approved/ revised
Travel and Subsistence Policy	26 May 2010
Vehicle Allowance Policy	27 November 2008
Recruitment and Selection Policy	01 April 2003
Overtime Policy	25 October 2007
Gift Policy	27 October 2010
Smoking Policy	26 May 2009
Sexual Harassment Policy	26 May 2009
Study Bursary Policy	15 October 2010

Health and Safety Policy	15 Oct 2008
Protective Clothing Policy	29 July 2010
<b>Policies still to be developed</b>	
<b>Name of policy</b>	<b>Proposed date of approval</b>
Alcohol and Drug Abuse	July 2011
Induction Policy	July 2011
HIV/Aids Policy	July 2011
IT Policy	March 2011

*Table 57: HR policies and plans*

### 3.5 CAPACITATING THE MUNICIPAL WORKFORCE

Section 68(1) of the MSA states that municipality must develop its human resource capacity to a level that enables it to perform its functions and exercise its powers in an economical, effective, efficient and accountable way. For this purpose the human resource capacity of a municipality must comply with the Skills Development Act (SDA), 1998 (Act No. 81 of 1998), and the Skills Development Levies Act, 20 1999 (Act No. 28 of 1999).

Policies for internal bursaries are in place. The training committee which follows a well organized procedure involving all relevant role-players meets on a monthly basis after the local labour forum meeting. Transparent regulation of all courses involves the unions SAMWU and IMATU in al decision making.

#### 3.5.1 SKILLS MATRIX

The table below indicates the number of employees that received training in the year under review:

Management level	Gender	Number of employees identified for training at start of the year	Number of Employees that received training
MM and S57	Female	0	0
	Male	2	2
Legislators, senior officials and managers	Female	17	2
	Male	18	11
Associate professionals and Technicians	Female	5	6
	Male	31	35
Professionals	Female	0	0
	Male	0	0
<b>Sub total</b>	<b>Female</b>	<b>22</b>	<b>8</b>
	<b>Male</b>	<b>51</b>	<b>48</b>

Management level	Gender	Number of employees identified for training at start of the year	Number of Employees that received training
Total		73	56

*Table 58: Skills Matrix*

### 3.5.2 SKILLS DEVELOPMENT – TRAINING PROVIDED

The Skills Development Act (1998) and the Municipal Systems Act (2000) require employers to supply employees with the necessary training in order to develop its human resource capacity. Section 55 (1) (f) states that as head of administration the Municipal Manager is responsible for the management, utilization and training of staff.

Focus has changed to one of securing SETA-accredited training providers to present and administer all courses, with all course results being captured on the Payday electronic HR information system. All skills development activities are being governed by the annual Workplace Skills Plan (WSP), as required by the Local Government SETA (LGSETA).

Included in the WSP, is a comprehensive staff development and mentoring strategy in order to make Theewaterskloof Municipality an attractive employment option for competent, professional and dedicated staff. Part of this strategy is to use retired professional people to act as Coaches and Mentors to implement on the job training.

Additional to the training indicated below, the following courses were also attended:

**AAT/SAICA:** Local Government Accounting Certificate (LGAC): Champion of the program for TWK. This is an internationally recognized qualification within a local context.

CFO was nominated by SA Institute of Chartered Accountants (SAICA) and Association of accounting Technicians (AAT) on a Task Team to review the material and syllabus for the Local and Advanced Accounting Certificate (LGAAC). Support and motivated the 15 TWK Officials. CFO motivated for funding of the Advance Accounting Certificate for 2011 new intake for LGAAC.

**Internship:** Successful Internship Program. 5 Interns have been appointed to date. Full and ongoing/daily support provided (coaching and monitoring).

They have successfully completed the following:

- MFMA Studies
- MFMA Circulars
- IDP and Budgeting
- Insurance (partly)
- In-year Reporting
- Research and Benchmarking
- Supply Chain Management
- Creditors (partly)
- Debt Collection and Indigents Management (partly)

- Analysis and Interpretation of Financial Reports
- SOP's

13 Finance officials have completed the prescribed **MFMA Multimedia Course** and 3 officials have completed the **Risk Management** e-learning courses.

Planning and research for the implementation of the prescribed **Minimum Competency Regulation** has commenced. Target group consist of approximately 31 officials which include Accounting Officer, Chief Financial Officer, Senior Managers (Directors), Middle Management with Financial Responsibilities, Head of Supply Chain and other Supply Chain Officials. Funding for 15 officials has already been secured. The project will commence early 2011 and must be concluded by 31 December 2012.

Occupational categories	Gender	Learnerships		Skills programmes & other short courses		Other forms of training		Total		
		Actual	Target	Actual	Target	Actual	Target	Actual	Target	% Variance
MM and S57	Female	0	0	0	0	0	0	0	0	
	Male	0	0	1	1	0	0	1	1	
Legislators, senior officials and managers	Female	1	1	8	8	0	0	9	9	
	Male	0	0	6	6	0	0	6	6	
Professionals	Female	0	0	6	6	0	0	6	6	
	Male	0	0	17	17	0	0	17	17	0
Associate professionals and Technicians	Female	0	0	0	0	0	0	0	0	0
	Male	0	0	18	18	0	0	18	18	0
Clerks	Female	0	0	0	0	0	0	0	0	0
	Male	0	0	0	0	0	0	0	0	0
Service and sales workers	Female	0	0	16	16	0	0	16	16	0
	Male	0	0	24	24	0	0	24	24	0
Craft and related trade workers	Female	0	0	0	0	0	0	0	0	0
	Male	0	0	0	0	0	0	0	0	0
Plant and machine operators and assemblers	Female	0	0	2	2	0	0	2	2	0
	Male	0	0	30	30	0	0	30	30	0
Elementary occupations	Female	0	0	25	25	0	0	25	25	0
	Male	0	0	69	69	0	0	69	69	0
Sub total	Female	1	1	57	57	0	0	58	58	0
	Male	0	0	165	165	0	0	165	165	0
Total		1	1	222	222	0	0	223	223	0

Table 59: Skills Development

### 3.5.3 SKILLS DEVELOPMENT - BUDGET ALLOCATION

The table below indicates that a total amount of **R 500 000** was allocated to the Workplace skills plan and that **87%** of the total amount was spent in the 2009/10 financial year:

Total personnel budget	Total Allocated for Skills Development	Total Spend	% Spend
81 550 000	500 000	435 370	87

*Table 60: Budget allocated and spent for skills development*

## 3.6 MANAGING THE MUNICIPAL WORKFORCE EXPENDITURE

Section 66 of the MSA states that the accounting officer of a municipality must report to the Council on all expenditure incurred by the municipality on staff salaries, wages, allowances and benefits. This is in line with the requirements of the Public Service Regulations (2002) as well as National Treasury Budget and Reporting Regulations SA22 and SA23.

### 3.6.1 PERSONNEL EXPENDITURE

The percentage personnel expenditure is essential in the budgeting process as it reflects on current and future efficiency. The table below indicates the percentage of the municipal budget that was spent on salaries and allowance for the past three financial years and that the municipality is well within the national norm of between 35 to 40%:

Financial year	Total Expenditure salary and allowances	Total Operating Expenditure	Percentage
	(R'000)	(R'000)	(%)
<b>2007/08</b>	62 934	165 737	38
<b>2008/09</b>	74 296	199 046	37
<b>2009/10</b>	89 964	244 528	37

*Table 61: Personnel Expenditure*

Below is a summary of Councillor and staff benefits for the year under review:

Financial year	2006/7	2007/8	2008/9	2009/10		
Description	Actual	Actual	Actual	Original Budget	Adjusted Budget	Actual
	R'000	R'000	R'000	R'000	R'000	R'000
<b>Councillors (Political Office Bearers plus Other)</b>						
Salary	4 848	4 648	4 507	4 219	4 219	4 728
Pension Contributions	0	0	0	0	0	0

Theewaterskloof Local Municipality Annual Report 2009/10

Financial year	2006/7	2007/8	2008/9	2009/10		
Description	Actual	Actual	Actual	Original Budget	Adjusted Budget	Actual
	R'000	R'000	R'000	R'000	R'000	R'000
Medical Aid Contributions	0	0	0	0	0	0
Motor vehicle allowance	0	0	410	1 406	1 406	648
Cell phone allowance	222	238	520	290	290	278
Housing allowance	0	0	0	0	0	0
Other benefits or allowances	0	0	0	0	0	0
In-kind benefits	0	0	0	0	0	0
<b>Sub Total</b>	<b>5 070</b>	<b>4 886</b>	<b>5 437</b>	<b>5 915</b>	<b>5 915</b>	<b>5 654</b>
<b>% increase-</b>		<b>(3.6)</b>	<b>11.3</b>	<b>8.8</b>	<b>0</b>	<b>(4.4)</b>
<b>Senior Managers of the Municipality</b>						
Salary	1 535	2 181	2 671	3 029	3 029	3 651
Pension Contributions	126	216	177	200	200	304
Medical Aid Contributions	56	71	51	52	52	72
Motor vehicle allowance	386	492	526	546	546	573
Cell phone allowance	37	35	52	53	53	53
Housing allowance	109	139	84	84	84	104
Performance Bonus	25	320	0	0	0	504
Other benefits or allowances	50	66	56	57	57	256
In-kind benefits	0	0	0	0	0	0
<b>Sub Total</b>	<b>2 324</b>	<b>3 520</b>	<b>3 617</b>	<b>4 021</b>	<b>4 021</b>	<b>5 517</b>
<b>% increase</b>		<b>51.5</b>	<b>2.8</b>	<b>11.2</b>	<b>0</b>	<b>37.2</b>
<b>Other Municipal Staff</b>						
Basic Salaries and Wages	27 863	34 511	41 003	51 383	49 232	48 890
Pension Contributions	4 589	5 890	7 015	9 012	8 253	8 855
Medical Aid Contributions	1 069	1 530	2 115	2 759	2 418	2 551
Motor vehicle allowance	2 160	2 833	3 763	4 433	4 207	4 153
Cell phone allowance	0	0	0	0	0	0
Housing allowance	339	481	633	831	613	576

Financial year	2006/7	2007/8	2008/9	2009/10		
Description	Actual	Actual	Actual	Original Budget	Adjusted Budget	Actual
	R'000	R'000	R'000	R'000	R'000	R'000
Overtime	2 214	2 310	2 555	2 214	2 893	2 575
Other benefits or allowances	4 282	6 972	8 158	6 897	8 226	11 192
<b>Sub Total</b>	42 516	54 527	65 242	77 529	75 842	78 792
<b>% increase</b>		<b>28.3</b>	<b>19.7</b>	<b>18.8</b>	<b>(2.2)</b>	<b>3.9</b>
<b>Total Municipality</b>	<b>49 910</b>	<b>62 934</b>	<b>74 296</b>	<b>87 465</b>	<b>85 779</b>	<b>89 964</b>
<b>% increase</b>		<b>26.1</b>	<b>18.1</b>	<b>17.7</b>	<b>(1.9)</b>	<b>4.9</b>

*Table 62: Personnel Expenditure*

## CHAPTER 4

### STRATEGIC PERFORMANCE



## CHAPTER 4: STRATEGIC PERFORMANCE

---

This chapter will provide information on the strategic performance of the municipality and will indicate how well the municipality is meeting its objectives and which policies and processes are working. All government institutions must report on strategic performance to ensure that service delivery is efficient, effective and economical. Municipalities must develop strategic plans and allocate resources for the implementation. The implementation must be monitored on an ongoing basis and the results must be reported on during the financial year to various role-players to enable them to timeously implement corrective measures where required.

This chapter speaks to the strategic performance highlights in terms of the Municipality's IDP, performance on basic service delivery and backlogs addressed, the MIG projects as well as the spending priorities for the following year. It addresses the communication and public participation processes of the Municipality to give a holistic view of how the Municipality communicates performance to its stakeholders.

The Municipal Systems Act, 2000 (Act 32 of 2000) and the Local Government: Municipal Planning and the Performance Management Regulations 2001, require municipalities to adopt a performance management system. Once the IDP and budget have been prepared and approved, the Municipality prepared their Service Delivery and Budget Implementation Plan (SDBIP) in accordance with the MFMA and MFMA Circular 13. The SDBIP indicates monthly performance targets, financial performance targets and assigns responsibility to execute the respective performance targets. The Municipality assessed its performance on a monthly basis and reported progress on performance against targets set to Council quarterly and ultimately presents the annual performance results in this annual report.

### 4.1 NATIONAL KEY PERFORMANCE INDICATORS

---

The following table indicates the municipality's performance in terms of the National Key Performance Indicators as required in terms of the Local Government: Municipal Planning and the Performance Management Regulations of 2001.

KPA & INDICATORS	MUNICIPAL ACHIEVEMENT	MUNICIPAL ACHIEVEMENT	MUNICIPAL ACHIEVEMENT
	2007/08	2008/09	2009/10
<b><u>Basic Service Delivery</u></b>			
(a) The percentage of households with access to basic level of water & sanitation	95	97	99
(b) The percentage of households earning less than R 1100 per month with access to free basic services		47	53

KPA & INDICATORS	MUNICIPAL ACHIEVEMENT	MUNICIPAL ACHIEVEMENT	MUNICIPAL ACHIEVEMENT
	2007/08	2008/09	2009/10
(c) The percentage of households with access to basic level of electricity			
(d) The percentage of households with access to basic level of solid waste removal		91	100
<b><u>Municipal Institutional development and transformation</u></b>	1 Coloured Male		
(a) The number of people from <b>employment equity</b> target groups employed in the three highest levels of management in compliance with a municipality's approved employment equity plan	1 Coloured Female 1 Black Male 1 White Female	1 Coloured Male	1 Coloured Male
(b) (b) The percentage of a municipality's budget actually spent on implementing its workplace skills plan	91%	85%	1005
<b><u>Local economic development</u></b>			
The number of <b>jobs created</b> through municipality's local economic development initiatives including capital projects	n/a	350	1 185
<b><u>Municipal financial viability and management</u></b>			
<b>Financial viability</b> as expressed by the following ratios:			
<input type="checkbox"/> Debt coverage ((Total operating revenue-operating grants received)/debt service payments due within the year)	3.67	3.08	3.14
<input type="checkbox"/> Service debtors to revenue – (Total outstanding service debtors/ revenue received for services)	0.17	0.17	0.18
<input type="checkbox"/> Cost coverage ((Available cash+ investments)/ Monthly fixed operating expenditure)	0.3	0.38	0.07
<b><u>Good governance and public participation</u></b>			
The percentage of a municipality's <b>capital budget</b> actually spent on capital projects identified for a particular financial year in terms of the municipality's integrated development plan	91	70	81

**Table 63: Performance in terms of the National Key Performance Indicators**

## 4.2 GENERAL PRIORITY AREAS

The following table indicates the specific areas in which challenges are experienced by the municipality. They are categorised in general priority areas that are aligned with the National Key Performance areas.

National Key Performance Area	Priority Area	Challenges	Actions to address
<b>Municipal Transformation and Institutional Development</b>	Communication	Lack of processes dictating means of communication internally, inter departmentally, corporate/Town Offices and with the communities	Find more creative and effective ways of communication
	Establishment of Governance Mechanisms	Insufficient delegations are delaying decision-making and finalisation of matters as close as possible to point of origin. Processes are also either not productive, customer friendly or nonexistent. This is causing delays and impacting on productivity and the success of the Town Management Model	<ul style="list-style-type: none"> <li>• Review of delegations to give direction, set standards and ensure monitoring strategy, policy, delegations etc</li> <li>• Refinement of the Town Management Model and its skilful application</li> </ul>
<b>LED</b>	Attention to LED as a priority strategic issue	Increased economic activity in our area will address the root cause of poverty, job creation and crime. However conditions not favourable at this point and the municipality may be forced towards symptomatic interim interventions	<ul style="list-style-type: none"> <li>• LED should receive a greater Poverty Alleviation focus</li> <li>• Stimulate developer and investor interest</li> <li>• Optimize available land potential</li> <li>• Be longer term focused in LED strategies</li> <li>• Urgently finalize land audits, SDF, Development Contribution Strategies and Policies and Zoning schemes</li> </ul>
<b>Basic Service Delivery</b>	Infrastructure and Bulk Services Backlogs.	Funding	<ul style="list-style-type: none"> <li>• More centralized and coordinated planning of infra structure and bulk services upgrades, replacement, maintenance and expansion</li> <li>• Intensify the finalisation of Master Planning (infra structure and bulk services) and Financial Viability</li> <li>• Be ready to manage symptoms of ageing and insufficient infra structure and bulk services</li> <li>• Longer term infra structure and bulk services assessment and plan that are linked up with a professionally prepared financial and funding model</li> </ul>
	Squatter control	Uncontrolled influx of people who cannot afford basic services however remains a challenge.	Focus on squatter management
<b>Municipal</b>	Financial Viability.	Insufficient Budget Implementation Planning	Processes need to be made more customer friendly

National Key Performance Area	Priority Area	Challenges	Actions to address
Financial Viability and Management		Insufficient Revenue Base	Longer term financial planning and financial viability
Good Governance and Public Participation	Enablement of Councillors Redefine role and function in accordance with inter alia the way the municipality operates and identify enablement needs of Councillors in accordance with such a role and function	By elections and change in political position	<ul style="list-style-type: none"> <li>• Invest more in the training of Councillors and Ward Committees</li> <li>• Lap Tops for Councillors and need should be further investigated and reported upon</li> <li>• Dramatic Improvement of the Public Participation Structures – IDP, Ward Committees and CDW's</li> </ul>
	Promotion of Access	To deal with all the requests received within the prescribed time period	To comply with the Promotion of Access to Information Act, Act no. 2 of 2000

**Table 64: General priority areas**

### 4.3 BASIC SERVICE DELIVERY

#### 4.3.1 BASIC SERVICE DELIVERY PERFORMANCE HIGHLIGHTS

Highlight	Description
Implementation of Service Level Agreements	SLA's were implemented in 6 towns, Greyton/Genadendal, Villiersdorp, Caledon, Botrivier, RSE and Grabouw. The purpose of the SLA's was to manage expectations of stakeholders and to improve day-to-day service delivery. 31 SLA's were drawn up in the different towns and are reviewed on a quarterly basis. The purpose of the SLA's was to establish a culture of improved service delivery on Town Management level and manage expectations down to more realistic levels.
Implementation of Town of the Year Competition (Audits)	Town Managers are the implementing agents of the corporate Directorates in terms of strategies, policies, operational standards, systems, procedures and practices. Two corporate audits were done this year, one mid-year audit in January and a final audit at the end of the financial year. The purpose of the Town of the Year competition is to audit compliance on all corporate standards. Caledon was awarded a golden flag award, Villiersdorp, Grabouw and RSE and received a silver flag award and Greyton/Genadendal a Green flag award.
5 Year Service Delivery Improvement Plan	A 5 Year Service Delivery Improvement Plan was approved by Council for implementation from 1 July

Highlight	Description
	2010. The purpose of the plan is to improve the level of service delivery over the next 5 year and to build capacity systematically year by year to support better service levels. It is also intended to manage the expectations of communities and stakeholders in terms of service delivery.
Upgrading of Water mains	Water mains were upgraded from AC pipes to 110 mm diameter PVC pipes in Voorstekraal, Genadendal, Caledon, Botrivier
Upgrading of Roads	Roads in Riviersonderend, Villiersdorp and Botrivier have been stabilised and resealed.
Bego Street Development	Properties have been services with Water, Sewer and Stormwater and Roads
Replacement of Sewer mains	Sewer main in Genadendal have been replaced and upgraded to a 160 mm diameter HDPE pipe
Repairing of Basil Newmark Dam Spillway	The Spillway have been repaired

**Table 65: Basic Service Delivery Performance Highlights**

### 4.3.2 BASIC SERVICE DELIVERY CHALLENGES

Service Area	Challenges	Actions to address
Goniwe park informal settlement	No Infrastructure	Development of area i.e. establishment of erven and availability of funds
	Vandalizing of toilets facilities	Upgrade existing toilet facilities
All infrastructure	Shortage of Funds	Promote new Developments
Sewerage Disposal Greyton	Inability to reach agreement with transformation committee	Legal action

**Table 66: Basic Service Delivery Challenges**

### 4.3.3 ACCESS TO FREE BASIC SERVICES

The following table indicates the percentage of indigent households that have access to free basic municipal services. In accordance with the approved indigent policy of the municipality, all households earning less than R 2 160 per month will receive the free basic services as prescribed by national policy.

Financial year	Number of households								
	Total no of HH	Free Basic Electricity		Free Basic Water		Free Basic Sanitation		Free Basic Refuse Removal	
		Access	%	Access	%	Access	%	Access	%
2008/09	21 173	1 138	5.4	7 039	33.2	7 039	33.2	7 039	33.2
2009/10	22 056	508	2.3	5 911	26.8	5 911	26.8	5 911	26.8

**Table 67: Free basic services to indigent households**

The access to free basic services is summarised into the different services as specified in the following table:

#### Electricity:

Financial year	Indigent Households			Non-indigent households			Households in Eskom areas		
	No of HH	Unit per HH (kwh)	Value	No of HH	Unit per HH (kwh)	Value	No of HH	Unit per HH (kwh)	Value
			R			R			R
2008/09	1 138	50	27 699	2 471	50	805 389	0	0	0
2009/10	508	50	18 443	2 401	50	894 127	0	0	0

#### Water:

Financial year	Indigent Households			Non-indigent households		
	No of HH	Unit per HH (kl)	Value	No of HH	Unit per HH (kl)	Value
			R			R
2008/09	7 039	6	351 950	13 343	6	659 706
2009/10	5 911	6	325 105	13 343	6	948 560

#### Sanitation:

Financial year	Indigent Households			Non-indigent households		
	No of HH	R value per HH pm	Value	No of HH	R value per HH pm	Value
			R'000			R'000
2008/09	7 039	64.74	455 705	8 098	64.74	524 265
2009/10	5 911	71.20	420 863	12 008	71.20	854 970

#### Refuse removal:

Financial year	Indigent Households			Non-indigent households		
	No of HH	Service per HH per week	Value	No of HH	Service per HH per week	Value
			R'000			R'000
2008/09	7 039	63.89	449 722	9 633	63.89	615 452
2009/10	5 911	70.20	414 952	13 963	70.20	980 203

Table 68: Free basic services to indigent households per type of service

### 4.3.4 ACCESS TO BASIC LEVEL OF SERVICES

The following table indicates the number of households that gained access for the first time to the different types of basic services during the 2009/10 financial year:

Type of service	2007/08	2008/09	2009/10
Housing	492	242	307

## Theewaterskloof Local Municipality Annual Report 2009/10

Type of service	2007/08	2008/09	2009/10
Water	0	0	0
Sanitation	0	0	0
Refuse removal	0	0	0
Electricity	4 138	5 056	5 249
Streets & Storm Water	0	0	0

**Table 69: Access to basic level of services**

### A) CAPITAL BUDGET SPENT ON MUNICIPAL SERVICES

The percentage (%) of the total approved capital budget spent on each municipal service respectively for the 2007/08, 2008/09 and 2009/10 financial years respectively are as follows:

Financial Year	Housing	Water	Sanitation	Refuse Removal	Electricity	Streets & Storm Water	Community facilities
	(%)	(%)	(%)	(%)	(%)	(%)	(%)
2007/ 08	33	15	34	0	3	5	1
2008/ 09	24	38	14	0	5	3	0
2009/10	29	31	5	0	6	21	1

**Table 70: Capex**

The following table indicates the total amount of capital expenditure on new assets by asset class for the past three financial years:

Description	2007/08	2008/09	2009/10		
	Actual	Actual	Original Budget	Adjustment Budget	Actual Expenditure
<b><u>Capital expenditure on new assets by Asset Class/Sub-class</u></b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>	<b>R'000</b>
<b><u>Infrastructure</u></b>	<b>42 979</b>	<b>35 056</b>	<b>58 774</b>	<b>54 737</b>	<b>38 540</b>
Infrastructure - Road transport	2 917	2 193	15 272	18 309	9 505
<i>Roads, Pavements &amp; Bridges</i>	2 917	2 193	15 272	18 309	9 505
Infrastructure - Electricity	0	0	0	0	3 845
<i>Transmission &amp; Reticulation</i>	2 415	3 921	5 952	5 392	3 845
<i>Street Lighting</i>	0	0	0	0	
Infrastructure - Water	2 194	3 921	5 952	5 392	21 043
<i>Dams &amp; Reservoirs</i>	221				
Water Purification	10 947	22 722	21 305	26 736	

Description	2007/08	2008/09	2009/10		
	Actual	Actual	Original Budget	Adjustment Budget	Actual Expenditure
<i>Reticulation</i>	5 167	0	0	0	21 043
Infrastructure - Sanitation	5 468	5 174	0	0	4 147
<i>Reticulation</i>	313	17 548	21 305	26 736	
<i>Sewerage Purification</i>	26 700	6 220	16 245	4 301	4 147
<b><u>Community</u></b>	<b>960</b>	<b>31</b>	<b>0</b>	<b>1 025</b>	<b>295</b>
Parks & gardens	0	13	0	0	
Sportsfields & stadia	0	0	0	1 025	295
Community halls	0	0	0	0	
Recreational facilities	960	18	0	0	
Other	0	0	0	0	
<b><u>Heritage assets</u></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b><u>Investment properties</u></b>	<b>32 371</b>	<b>0</b>	<b>24 668</b>	<b>24 673</b>	<b>27 125</b>
Housing development	32 371	0	24 668	24 673	27 125
<b><u>Other assets</u></b>	<b>5 940</b>	<b>25 425</b>	<b>5 661</b>	<b>5 949</b>	<b>5 136</b>
General vehicles	1 844	362	1 000	2 157	2 271
Specialised vehicles	2 095	4 497	0	0	
Plant & equipment	171	1 249	0	0	
Computers - hardware/equipment	590	760	0	0	
Furniture and other office equipment	299	351	1 331	1 944	1 506
Civic Land and Buildings	941	973	3 330	1 848	1 359
Other Buildings	0	17 233	0	0	
Furniture and other office equipment	0	0	0	0	
Civic Land and Buildings	0	0	0	0	
Other	0	0	0	0	
<b><u>Agricultural assets</u></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b><u>Biological assets</u></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b><u>Intangibles</u></b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
<b>Total Capital Expenditure on new assets</b>	<b>82 251</b>	<b>60 512</b>	<b>89 103</b>	<b>86 384</b>	<b>71 095</b>

Table 71: Total capital expenditure on new assets

### B) PERCENTAGE SPENDING ON TOTAL CAPITAL BUDGET

The total percentage (%) of the capital budget for the past three years is indicated in the table below:

Financial year	% of Capital budget spent	Reasons for under spending
2007/ 08	91.40	Roll over loans - Roll over projects
2008/ 09	70.25	Loans, roll over, Ebstream not started
2009/ 10	82.30	Roll over loans - Roll over projects

**Table 72: Total capital expenditure**

### C) SUMMARY OF BACKLOGS THAT MUST STILL BE ADDRESSED

The following backlogs exist in the municipal area that must still be addressed:

Area	Total nr of households affected	Timeframe to be addressed	Cost to address
			R'000
Housing	9 306	31 Years	930 000
Water (on site)	296	12 Months	500
Sanitation			
Refuse removal (at least once a week at site)	0	0	0
Electricity (in house)	524	Not available	3 276
Streets and storm water	1 800	5 years	

**Table 73: Backlogs**

## 4.3.5 WATER AND SANITATION

Water is probably the most fundamental and indispensable of natural resources – fundamental to life, the environment, food production, hygiene and power generation. Poverty reduction and improved water management are inextricably linked. Section 4B of the Constitution lists water and sanitation services limited to potable water supply systems and domestic wastewater and sewerage disposal systems as a local government function. Basic water is defined as 25 liters of potable water per day supplied within 200 meters of a household.

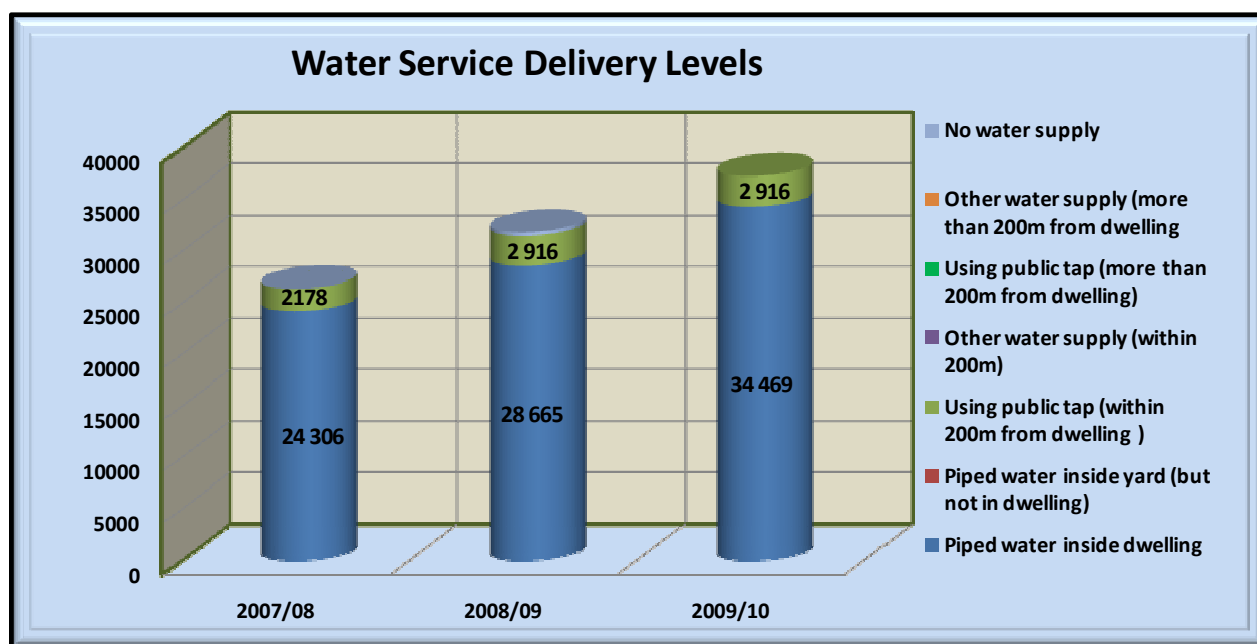
### A) WATER SERVICE DELIVERY LEVELS

Below is a table that specifies the different water service delivery levels per households in all formal areas for the financial years 2007/08, 2008/09 and 2009/10.:

Description	2007/08	2008/09	2009/10
	Actual	Actual	Actual
<b>Household</b>			
<b><u>Water: (above minimum level)</u></b>			
Piped water inside dwelling	24 306	28 665	34 469
Piped water inside yard (but not in dwelling)	0	0	0
Using public tap (within 200m from dwelling )	2 178	2 916	2 916
Other water supply (within 200m)	0	0	0
<b>Minimum Service Level and Above sub-total</b>	<b>26 484</b>	<b>31 581</b>	<b>37 385</b>
<b>Minimum Service Level and Above Percentage</b>	<b>100</b>	<b>98.83</b>	<b>100</b>
<b><u>Water: (below minimum level)</u></b>			
Using public tap (more than 200m from dwelling)	0	0	0
Other water supply (more than 200m from dwelling)	0	0	0
No water supply	0	374	0
<b>Below Minimum Service Level sub-total</b>	<b>0</b>	<b>374</b>	<b>0</b>
<b>Below Minimum Service Level Percentage</b>	<b>0</b>	<b>1.17</b>	<b>0</b>
<b>Total number of households (formal and informal)</b>	<b>26 484</b>	<b>31 955</b>	<b>37 385</b>

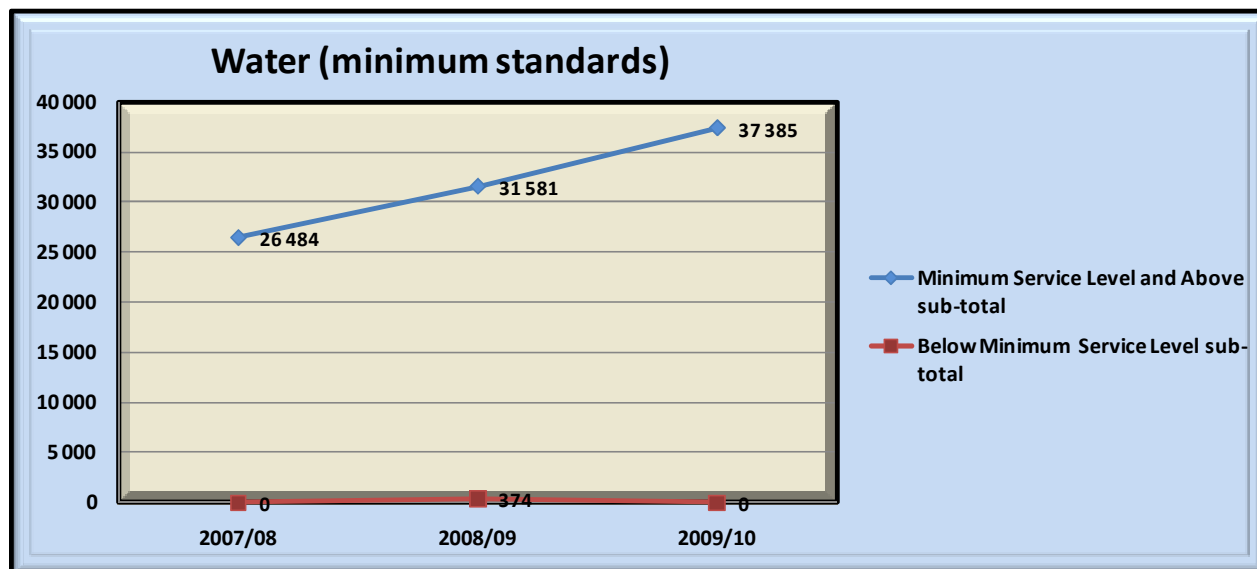
Table 74: Water service delivery levels

The graph below shows the different water service delivery levels per total households and the progress per year



Graph 5: Water service delivery levels

The graph below reflects the water service level below and above minimum standards.



Graph 6: Water with minimum service level

## B) SANITATION SERVICE DELIVERY LEVELS

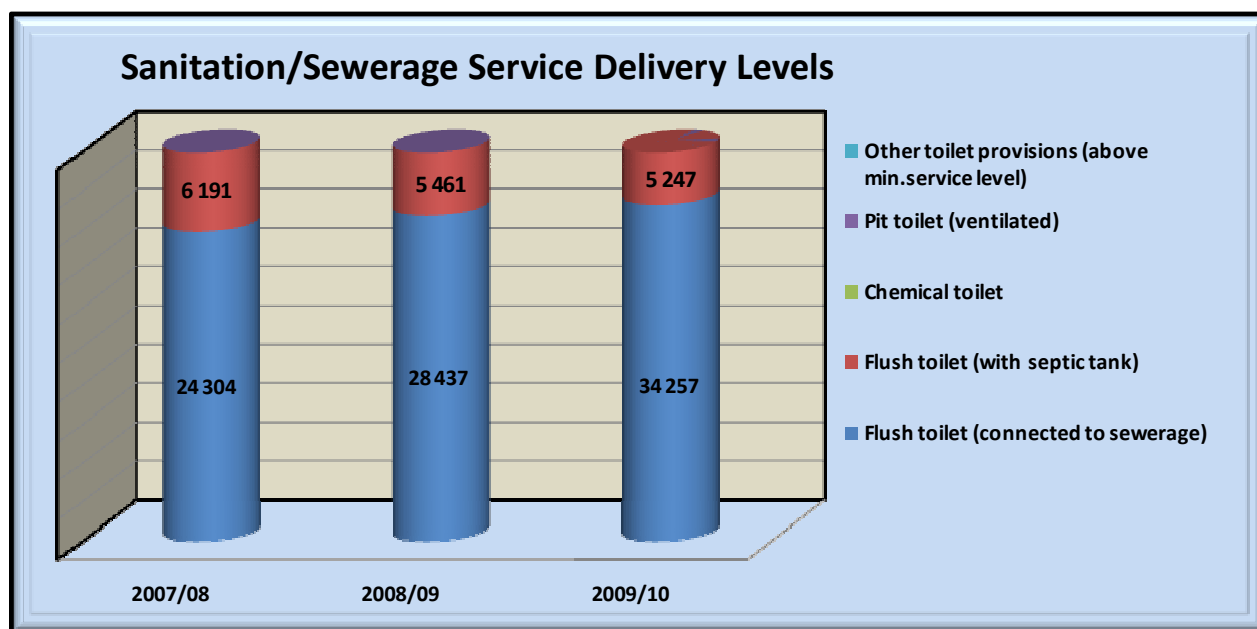
Below is a table that specifies the different sanitation service delivery levels per households in all formal areas for the financial years 2007/08, 2008/09 and 2009/10:

Description	2007/08	2008/09	2009/10
	Actual	Actual	Actual
<b>Household</b>			
<b><u>Sanitation/sewerage: (above minimum level)</u></b>			
Flush toilet (connected to sewerage)	24 304	28 437	34 257
Flush toilet (with septic tank)	6 191	5 461	5 247
Chemical toilet	0	0	0
Pit toilet (ventilated)	0	0	0
Other toilet provisions (above minimum service level)	0	0	0
<b>Minimum Service Level and Above sub-total</b>	<b>30 495</b>	<b>33 898</b>	<b>39 504</b>
<b>Minimum Service Level and Above Percentage</b>	<b>100</b>	<b>100</b>	<b>100</b>
<b><u>Sanitation/sewerage: (below minimum level)</u></b>			
Bucket toilet	0	0	0
Other toilet provisions (below minimum service level)	0	0	0
No toilet provisions	0	0	0
<b>Below Minimum Service Level sub-total</b>	<b>0</b>	<b>0</b>	<b>0</b>

Description	2007/08	2008/09	2009/10
	Actual	Actual	Actual
<i>Below Minimum Service Level Percentage</i>	0	0	0
Total number of households	30 495	33 898	39 504

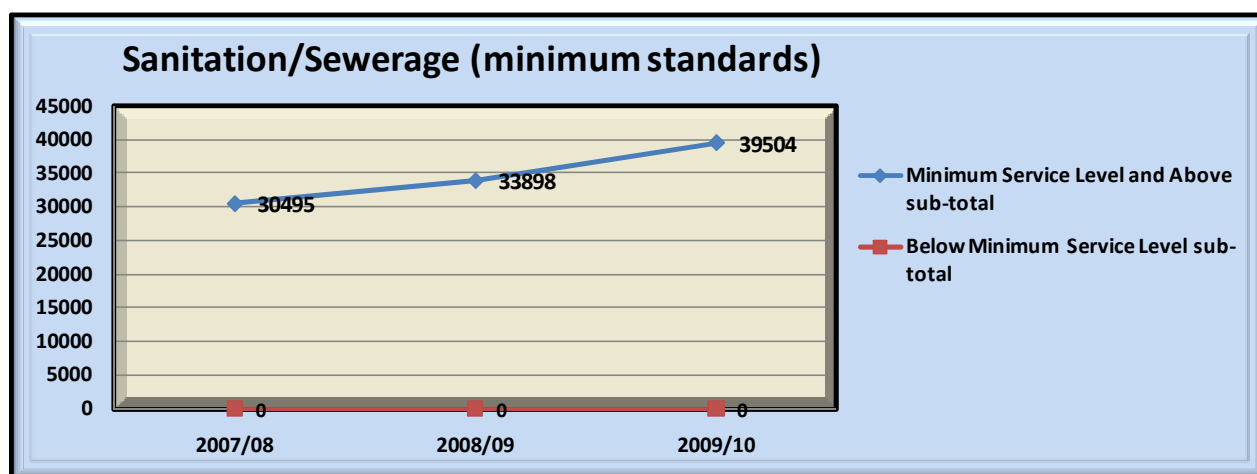
*Table 75: Sanitation service delivery levels*

The graph below shows the different sanitation/sewerage service delivery levels per total households and the progress per year.



*Graph 7: Sanitation/Sewerage Service Delivery Levels*

The graph below shows the total number of households which that are below and above minimum sanitation standards.



*Graph 8: Sanitation/Sewerage minimum standards*

#### 4.3.6 ELECTRICITY

Local Government plays a very important role in the provision electricity. Section 153 of the Constitution places the responsibility on municipalities to ensure the provision of services to communities in a sustainable manner for economic and social support.

The electricity purchase and distribution functions of the municipality are administered as follows and include:

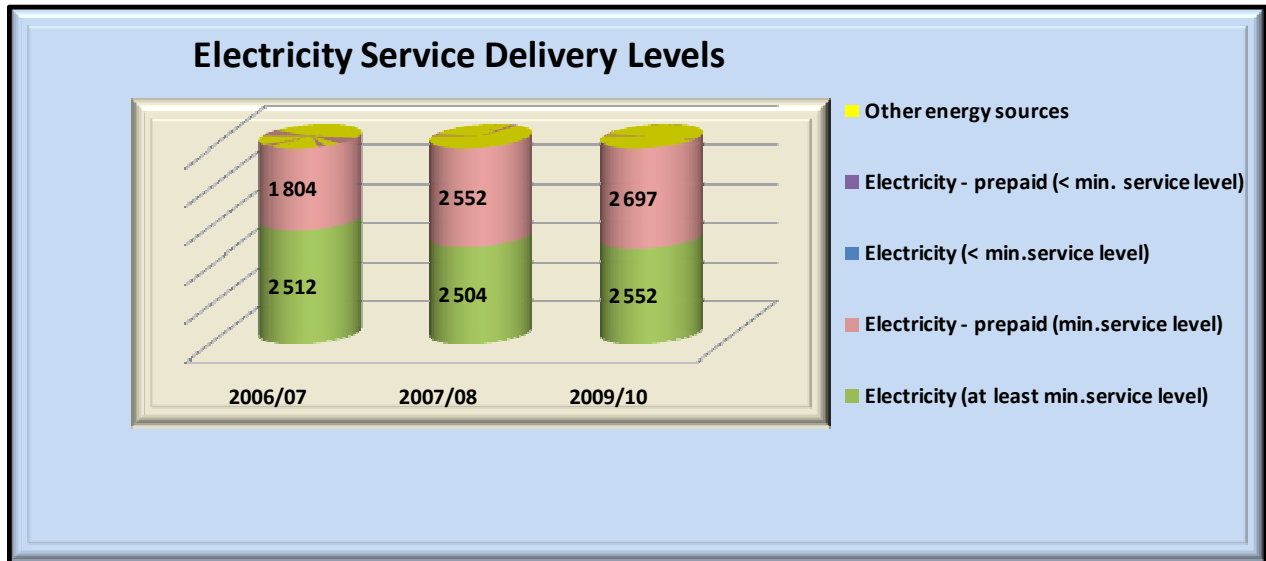
- The effective and efficient distribution and reticulation of energy in the following towns (Caledon, Villiersdorp, Greyton and Riviersonderend. Grabouw, Genadendal, Tesselaarsdal, Botrivier and Middleton reside within Eskom jurisdiction).
- Distribute electricity subject to the license conditions set by NERSA.

The table below indicates the different service delivery level standards for electricity in all formal areas within the municipality:

Description	2006/07	2007/08	2009/10
	Actual	Actual	Actual
<b>Household</b>			
<b><u>Energy: (above minimum level)</u></b>			
Electricity (at least minimum service level)	2 512	2 504	2 552
Electricity - prepaid (minimum service level)	1 804	2 552	2 697
<b><i>Minimum Service Level and Above sub-total</i></b>	<b>4316</b>	<b>5 056</b>	<b>5 249</b>
<b><i>Minimum Service Level and Above Percentage</i></b>	<b>100</b>	<b>100</b>	<b>100</b>
<b><u>Energy: (below minimum level)</u></b>			
Electricity (< minimum service level)	0	0	0
Electricity - prepaid (< min. service level)	0	0	0
Other energy sources	0	0	0
<b><i>Below Minimum Service Level sub-total</i></b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><i>Below Minimum Service Level Percentage</i></b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total number of households</b>	<b>4 316</b>	<b>5 056</b>	<b>5 249</b>

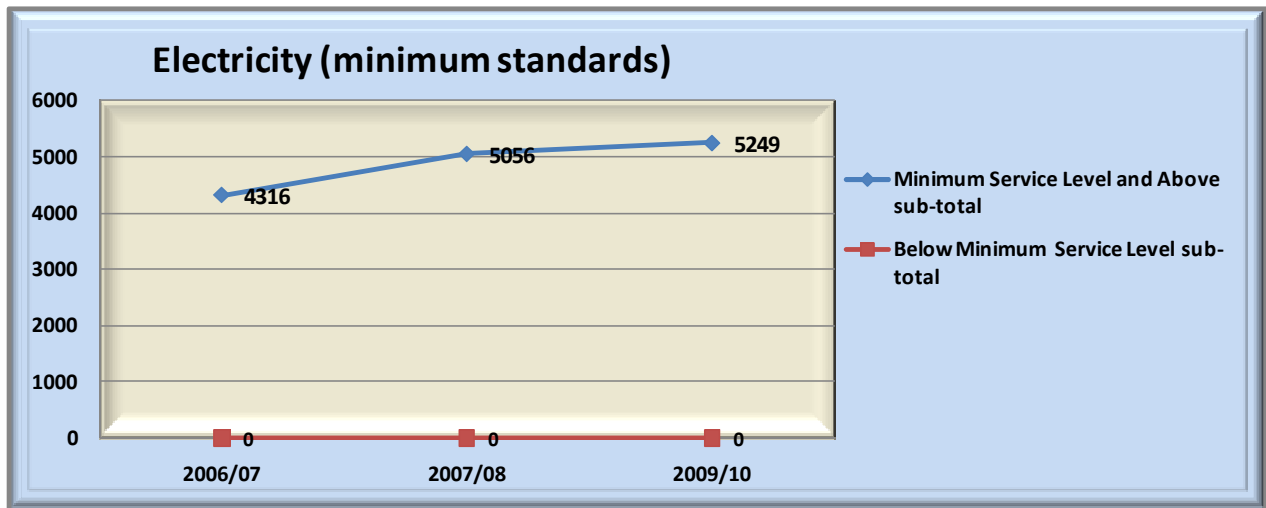
*Table 76: Electricity service delivery levels*

The graph shows the number of households categorised into the different service levels.



Graph 9: Electricity Service Delivery Levels

The graph below shows the amount of households that receive electricity above minimum electricity standards.



Graph 10: Electricity levels above minimum standards

#### 4.3.7 HOUSING

There are currently approximately 9306 applications on the Municipal Housing Register. Various factors mentioned below will influence the housing implementation plan i.e.

- There is no indication on what the future DORA allocation per municipality will be. Should the status quo remain, the service delivery period of +/- 31 years will remain.
- The mixture of serviced stands vs the construction of houses also affects the time frame delivery period. The more services sites that are allocated will result that more people can be help from the same DORA allocation.

The rate of influx into the municipal area is unknown. Should this rate increase, this will result in a longer period to address the housing delivery program. A summary of houses built, includes:

Financial year	Allocation	Amount spent	% spent	Number of houses built	Number of sites serviced
	R'000	R'000			
<b>2008/09</b>	19 000	13 376	70.4	242	0
<b>2009/10</b>	24 668	27 125	109.95	307	0

*Table 77: Housing*

#### A) MUNICIPAL INFRASTRUCTURE AND OTHER GRANTS

The Municipality had a total amount of **R 50,234 million** for infrastructure and other capital projects available that was received in the form of grants from the National and Provincial Government during the 2009/10 financial year. The performance in the spending of these grants is summarised as follows:

Description	2007/08		2008/09		2009/10	
	Amount received	Amount spent	Amount received	Amount spent	Amount received	Amount spent
<b>National Government</b>						
Municipal Infrastructure Grant	27 871	28 492	18 933	11 848	20 512	22 692
National Electrification programme	0	747	0	310	2 337	2 337
<b>Provincial Government</b>						
Housing	33 105	32 371	11 421	12 637	27 133	27 125
Proclaimed Main Roads	1 001	1 001	1 453	1 453	252	252
<b>Total</b>	<b>61 977</b>	<b>62 611</b>	<b>31 807</b>	<b>26 248</b>	<b>50 234</b>	<b>52 406</b>

*Table 78: Municipal Infrastructure and other grants*

#### 4.3.8 REFUSE REMOVAL

The table below indicates the different refuse removal service delivery level standards within the municipality.

Description	2007/08	2008/09	2009/10
	Actual	Actual	Actual
<b>Household</b>			
<b><u>Refuse Removal: (Minimum level)</u></b>			
Removed at least once a week	19.196	19.196	19.196
<b><i>Minimum Service Level and Above sub-total</i></b>	<b>19.196</b>	<b>19.196</b>	<b>19.196</b>
<b><i>Minimum Service Level and Above percentage</i></b>	<b>100%</b>	<b>100%</b>	<b>100%</b>
<b><u>Refuse Removal: (Below minimum level)</u></b>			
Removed less frequently than once a week	0.816	0.816	0.816
Using communal refuse dump	0.840	1.366	1.366
Using own refuse dump	4.300	6.816	6.816
Other rubbish disposal	N/A	N/A	N/A
No rubbish disposal	0.384	0.384	0.384
<b><i>Below Minimum Service Level sub-total</i></b>	<b>6.340</b>	<b>9.382</b>	<b>9.382</b>
<b><i>Below Minimum Service Level percentage</i></b>			
<b>Total number of households</b>	<b>25.536</b>	<b>28.578</b>	<b>28.578</b>

*Table 79: Refuse removal service delivery levels*

#### 4.3.9 ROADS

The Municipality has the mandate from Government to perform all relevant services regarding roads and stormwater in those areas included within the boundaries of the WC031 area in terms of Schedule 4B and 5B, i.e. "Municipal Public Transport; Storm water Management Systems in built-up areas". Apart from various National and Provincial legislation and White and Green Papers this division is also responsible to execute all Council resolutions, policies and delegated powers by council. Roads outside the town areas are still the responsibility of the District Council.

The following tables give an overview of the total kilometers of roads maintained and new roads tarred:

A) TARRED ROADS

Financial year	Total km tarred roads	Km of new tar roads	Km existing tar roads re-tarred	Km of existing tar roads re-sheeted	Km tar roads maintained
2008/09	160.60	2.105	1	3	n/a
2009/10	160.60	0.55	5.08	0	n/a

Table 80: Tarred roads

B) GRAVELED ROADS

Financial year	Total km gravel roads	Km new gravel roads constructed	Km gravel roads upgraded to tar	Km gravel roads graded/maintained
2008/09	98.8	0.27	2.105	98.8
2009/10	96.7	0	0.3	97

Table 81: Graveled roads

C) COST OF CONSTRUCTION/MAINTENANCE

The table below shows the costs involved for the maintenance and construction of roads within the municipal area.

Financial year	Gravel			Tar		
	New R'000	Gravel – Tar R'000	Maintained R'000	New R'000	Re-worked R'000	Maintained R'000
2007/08	0	0	7 782	0	187	10 075
2008/09	0	775	10 667	0	958	13 946
2009/10	0	0	8 932	0	0	14 574

Table 82: Cost of construction/maintenance of roads

4.3.10 STORMWATER

A) STORM WATER INFRASTRUCTURE

The table below shows the total kilometers of stormwater maintained and upgraded as well as the kilometers of new stormwater pipes installed:

Financial year	Total km Stormwater measures	Km new stormwater measures	Km stormwater measures upgraded	Km stormwater measures maintained
2008/09	160.6	0.5	1.8	n/a
2009/10	160.6	0.5	1.1	158.0

Table 83: Stormwater infrastructure

## B) COST OF CONSTRUCTION/MAINTENANCE

The table below indicates the amount of money spend on stormwater projects:

Financial year	New R'000	Upgraded R'000	Maintained R'000
2007/08	0	0	16 250
2008/09	155	116	28 071
2009/10	0	0	23 358

*Table 84: Cost of construction/maintenance of stormwater systems*

## 4.4 LED

### 4.4.1 LED STRATEGY

The progress with the implementation of the LED strategy is indicated in the table below:

Interventions	Output	Progress
<b>Sustainability</b>		
Spatial plan	Approved SDF	Draft presented to Council
Sustainable Energy Strategy and Plan	Approved SES&P	Budgetary constraints delayed implementation of the project
Wind Farm	Collect data on wind patterns	<ul style="list-style-type: none"> <li>Environmental regional study for wind farm opportunities completed</li> <li>Wind data collated.</li> </ul>
Green Campus	Agreement to establish the college and release council land for the project	Municipal land alienated for the purpose of establishing a Green Campus
	Develop vision and plan	Completed
<b>Agriculture</b>		
Retain rebates	Confirmation of rates rebates	Tariff structure revised and rebates retained
	Identification of land for farm worker housing in Villiersdorp	Land identified negotiations with land owners in process.
Red tape support unit	Identification of red tape blockages facing businesses	Business Retention surveys conducted together with P3 & Salga, outcome report presented to Project Steering Committee
Improve sustainability farm practices	Meeting with farmers to identify areas for improvement	Preliminary report compiled based on the outcome of interviews with agri sector
Diversification support	Identification of support needed to	addressed through the SDF with

	facilitate diversification	special focus on agri tourism activities
<b>Tourism</b>		
Tourism forum	Creation of inter-town Theewaterskloof tourism forum	Tourism Forum established.
Tourism strategy	Adoption of a Theewaterskloof tourism strategy	Strategy Adopted.
Destination brand & marketing	Finalization and adoption of destination brand	Completed
	Materials and signage completed	Completed
Vintage Rail	MOU signed between parties	MOU signed
	Creation of legal vehicle for the project	Completed
	Land secured	Project put on hold due to Transnet's call privatize the branch lines
	Rolling stock secured	Not until branch line concessions resolved and awarded
Theewaterskloof route	Possible routes identified and discussed	Completed
	Finalization of route	Routes finalized
	Development of route marketing materials	In progress
	Launch the route	To be launched in December 2010
Regional festival	Agreement on annual festival plan	Discussions with local tourism associations around the project ongoing
	Resourcing the festival	Prospective funders approached
Cycling route	Possible routes identified and discussed	Scoping study for mountain biking and hiking routes completed
<b>Light industry</b>		
PPP capacity	Expansion for clothing firms footprint in the area	Clothing sector retained, additional jobs created
	Expansion of green industries footprint in the area	Study commissioned
	Creation of unit to attract investment and work on joint projects with the private sector	Task team set up
Infrastructure	Bulk infrastructure provided to priority industrial areas	Placed on IDP and aligned with budget
<b>Human capital</b>		
Skills	Training of 100 people per annum	Over 600 trainees participated in the FET training opportunities
Job centers	Proposal to establish job centre	Project Management team set up to implement the job centre, budgets allocated

SMME support	Support provided to 10 SMMEs per annum	2 training sessions facilitated for upcoming entrepreneurs
EPWP programmes	Municipal EPWP plan coordinated with seasonality strategy	EPWP program expanded, incentives received ploughed back into the program
<b>Getting the basics right</b>		
Bulk infrastructure	IMP adopted and resourced	Ongoing

**Table 85: Implementation of the LED strategy**

#### 4.4.2 ECONOMIC ACTIVITY

The table below identifies the economic activity within the different sectors:

Sector	2001	2009	Average Annual Growth Rate 2001-2009
	R million	R million	
Agric, forestry and fishing	597 168	712,890	2.2%
Mining and quarrying	8 464	9 147	1.0%
Manufacturing	308 156	331 079	0.9%
Wholesale and retail trade	305 405	342 548	1.4%
Finance, property, etc.	238 663	340 857	4,6%
Community and social services	299 205	393 242	3.5%

**Table 86: Economic activity by sector**

#### 4.4.3 LED INITIATIVES

The table below identifies the details of the various LED initiatives in the municipal area:

Description of project	No of Jobs created	Total Investment	Amount spent to date	Performance Highlights
		R'000	R'000	
Manufacturing: Prestige Clothing	145	1 200	3 600	Private sector initiative, retained jobs despite recession, opportunity for growth and intake of additional 100 employees
Tourism	142	60 000	2 000	Tourism experienced significant capital injection from the private sector investment, results of which shall bear fruit in the near future
Social Programs: EPWP	120	4,5 mil	2,4 mil	The municipality has adopted

Description of project	No of Jobs created	Total Investment	Amount spent to date	Performance Highlights
				a strong EPWP position and is leading the way in labour intensive practices
Community Works Program	1 185	1,465,974	1465,974	Close to 1200 people were given opportunity to work through the CWP program in Grabouw

**Table 87: LED initiatives**

#### 4.4.4 CHALLENGES: LED

While the local economy has significant strengths and opportunities, a key challenge is the immediate funding required to enable the area to take advantage of the development opportunities in the longer term. Specifically, the development of infrastructure which is necessary for longer term economic development requires a level of current capital investment that is not readily available.

In order to meet its existing infrastructure backlogs and maintenance requirements, Theewaterskloof needs between R 60 and R 72 million in capital funding per annum for the next ten years. With the current rates base, this would incur a deficit of R 50 million on the operating account by 2016.

Initial modelling suggests the local economy would need to grow by at least 5% per annum for the Municipality to be in a position to service the loans and remain financially viable in 2016.

A similar growth rate is needed to halve unemployment. The official unemployment rate (using the broader definition) is just under 40%. Local estimates of out-of-season unemployment are even higher. There is extensive poverty in the area, with 20% of households registered as indigent. Also, disparities between the first and second economies are large. These challenges can only be addressed if the economic growth rate is substantially faster than it is at present.

Achieving the required growth rate in the context of the global economic crisis and recession is unlikely. Globally, infrastructure spending is being used to stimulate local economies. Nationally, government has introduced a wage subsidy plus various infrastructure allocations to boost the economy. This presents an opportunity for Theewaterskloof, given the infrastructure needs in the area, to both stimulate the local economy and address some of the pressing backlogs. An ability to demonstrate institutional capacity to plan, spend and manage quality projects will be key to accessing this funding.

In addition, despite the global economic downturn and the sluggish performance of many sectors, the assessment of Theewaterskloof economic potential is positive if the area is supported in capitalizing on its very real local economic development potential.

The area has historically been a stagnant pool surrounded by thriving economies. This is despite its significant comparative advantages – its natural endowments, its population growth and the consequent potential to expand its local rates base, its proximity to Cape Town, its relative political stability, and its strong base of local organisations and social capital. The key is using these comparative advantages to the maximum and, where possible, turning these opportunities, such as the natural endowments, into competitive advantages. There are definite signs that this change is underway.

## CHAPTER 5

# FUNCTIONAL PERFORMANCE



## CHAPTER 5: FUNCTIONAL PERFORMANCE

The functional performance of the municipality provides comprehensive information on the implementation of the SDBIP and relevant Functional Area reporting schedules.

The functional breakdown per Directorate is as follows:

Directorate	Functions
<b>Corporate Services</b>	<b>LEGAL ADVISORY</b> Both the Director and deputy Director Corporate Services are the Legal Officers for the organisation and provide legal support to all Directorates
	<b>ADMINISTRATION</b> <ul style="list-style-type: none"> <li>• Give administrative support to the Council and its political structures</li> <li>• Corporate support for other Directorates and Town offices</li> <li>• Provision of secretariat services to all directorates</li> <li>• The management of the municipality's incoming and outgoing mail including the distribution and dispatch of correspondence to and from the public</li> <li>• The management of access to records</li> <li>• The management of Security and Cleaning Services</li> <li>• The management of the Switchboard</li> </ul>
	<b>INFORMATION TECHNOLOGY</b> The Information Technology department serves as support function for the whole of the organization: <ul style="list-style-type: none"> <li>• Maintaining the IT and communication Infrastructure</li> <li>• Facilitate the integration of information systems</li> <li>• Establishing and maintaining proper backup procedures and systems</li> <li>• Ensuring information security</li> </ul>
	<b>HUMAN RESOURCES</b> The Human resource department also provides a support function to all directorates, towns, staff and political executive leadership within the municipality The overall objective of this unit is to transform the organisation into an effective developmental organization by: <ul style="list-style-type: none"> <li>• Ensuring a skilled workforce through training and selection</li> <li>• Ensuring sound HR administration</li> <li>• Ensuring an informed labour force by practicing sound labour relations</li> <li>• Ensuring a sound organisational structure</li> </ul>
<b>Finance</b>	<b>Expenditure and Supply Chain Management</b> <ul style="list-style-type: none"> <li>• <b>Salaries:</b> Implementation of approved payroll, paying of salaries, allowances and accounting for payroll implementation</li> <li>• <b>Creditors:</b> Payment and recording of creditors' payments and reconciliations</li> <li>• <b>Supply Chain Management:</b> Responsible for the Administration and Management of Procurement of goods and services (i.e. Acquisition Management in particular)</li> <li>• Bank Reconciliation</li> <li>• Administration and Management of Investments</li> </ul>

Directorate	Functions
	<ul style="list-style-type: none"> <li>• Administration and Management of Loans</li> <li>• Maintain Professionalism, Honesty, Integrity and Internal Controls</li> </ul> <p><b>Revenue Section</b></p> <ul style="list-style-type: none"> <li>• Facilitation and application for Municipal Services</li> <li>• Debtors Billing Administration and Management</li> <li>• Meter Reading</li> <li>• Administration of Clearance Certificates</li> <li>• Rendering of Monthly Consumer / Rates Debtors Accounts</li> <li>• Debtors Customer Care and Query Administration</li> <li>• Receipting and bank revenue management</li> <li>• Credit Control, Debt Collection and Indigents Management</li> <li>• Maintain Professionalism, Honesty, Integrity and Internal Controls</li> </ul> <p><b>Budget Office</b></p> <ul style="list-style-type: none"> <li>• Budget</li> <li>• In-year Reporting</li> <li>• Annual Financial Statements,</li> <li>• Budgetary Management and Control</li> <li>• Asset Management</li> <li>• Insurance Management</li> <li>• Costing Services (commencing in September 2009)</li> <li>• Financial Viability</li> <li>• Co-ordinate Financial Policy Formulation</li> <li>• Financial Management Workshops under leadership of CFO</li> <li>• Maintain Professionalism, Honesty, Integrity and Internal Controls</li> </ul>
<b>Development</b>	<p><b>INTEGRATED DEVELOPMENT PLANNING</b></p> <p>This department provides a unique support service to all departments, community and council. It is responsible for the coordination and management of the IDP process, Organisational Performance Management, Annual Reporting, Service Delivery and Budget Implementation Plan, and Social Development</p> <p><b>LOCAL ECONOMIC DEVELOPMENT (LED) AND TOURISM.</b></p> <ul style="list-style-type: none"> <li>• Create an enabling environment for economic development</li> <li>• Increase economic opportunities for people</li> <li>• Promote intergovernmental collaboration</li> <li>• Build local Capacity</li> <li>• Encourage PPP in Local economic Development</li> <li>• Monitor and evaluate LED strategy.</li> <li>• Capacitate SMME's</li> </ul> <p><b>HOUSING AND INTEGRATED HUMAN SETTLEMENT</b></p> <p>The function of this department is to facilitate, manage and maintain low cost housing development within the Theewaterskloof municipality</p> <p><b>TOWN PLANNING /GIS &amp; BUILDING CONTROL</b></p> <p>The role of the Town Planning section is to implement Council's Planning Instruments, Plans and Policies to preserve and promote Theewaterskloof physical environment and social and economic welfare of the community</p>

Directorate	Functions
	<p><b>PROPERTY MANAGEMENT</b></p> <p>The Property Management section has to ensure that Municipal owned immovable assets are managed efficiently, effectively and economically and are dealt with in a manner which will ensure the maximum benefit to the municipality and the community</p>
<b>Operations</b>	Responsible for the day to service delivery within all Theewaterskloof Towns
<b>Technical Services</b>	<p><b>WATER DISTRIBUTION AND TREATMENT</b></p> <p>(Supply potable water in accordance with (SABS 241) to the residents within its jurisdiction. In terms of Schedule 4B of the Constitution: "Water and Sanitation Services limited to potable water supply systems")</p>
	<p><b>ROADS</b></p> <p>The Theewaterskloof Municipality is responsible for the roads and storm water reticulation within the towns of the WC031 established municipal area. The Roads and Stormwater Division functions as a division on its own headed by the Assistant manager of each town. This unit has 85 trained technical, artisans and other operational staff</p>
	<p><b>ELECTRICITY DISTRIBUTION</b></p> <p>The electricity purchase and distribution functions of the municipality are administered as follows and include:</p> <ul style="list-style-type: none"> <li>• The effective and efficient distribution and reticulation of energy in the following towns (Caledon, Villiersdorp, Greyton and Riviersonderend. Grabouw, Genadendal, Tesselaarsdal, Botrivier and Middleton reside within Eskom jurisdiction)</li> <li>• Distribute electricity subject to the license conditions set by NERSA</li> </ul>
	<p><b>ELECTRICITY/STREET LIGHTING</b></p> <ul style="list-style-type: none"> <li>• Provide adequate street lighting for urban areas</li> <li>• Maintain/Repair of faulty street lights</li> <li>• Upgrade of existing services as well as new developments</li> </ul> <p>These services extend to include Theewaterskloof (Caledon, Greyton, Riviersonderend and Villiersdorp, but do not take account rural areas such as Tesselaarsdal, Botrivier, Grabouw, Genadendal which resides within the jurisdiction of provincial Government</p>
	<p><b>WASTE WATER MANAGEMENT (SEWERAGE)</b></p> <p>Theewaterskloof Municipality provides sewerage collection systems, comprising water borne sewer networks, bucket removal system and vacuum tanker service where necessary, and treats the collected effluent at 7 sewage treatment plants. Further services include the provision and maintenance of communal toilets in informal areas</p>
	<p><b>SOLID WASTE MANAGEMENT</b></p> <p>Theewaterskloof municipality is responsible for the day to day operations in every town and for the removal and collection of the waste, cleaning of road reserves and most public open places. There are three Transfer-stations in the Municipal jurisdiction, one in Grabouw, Villiersdorp and the other in Botriver. Caledon has a licensed waste site but Genadendal, Greyton and Riviersonderend is not permitted yet</p>
	<p><b>FLEET MANAGEMENT</b></p> <ul style="list-style-type: none"> <li>• To manage and maintain all fleet of the municipality</li> <li>• To provide sufficient municipal services to all residence within the municipal boundary</li> </ul>
	<p><b>ENVIRONMENTAL MANAGEMENT</b></p> <p>Environmental management departments are responsible for overall conserving of conservation areas and the implementation conservation projects. The department is also involved in the cleaning of rivers, invasive vegetation and greening of the Theewaterskloof Municipal area</p>

**Table 88: Functional breakdown**

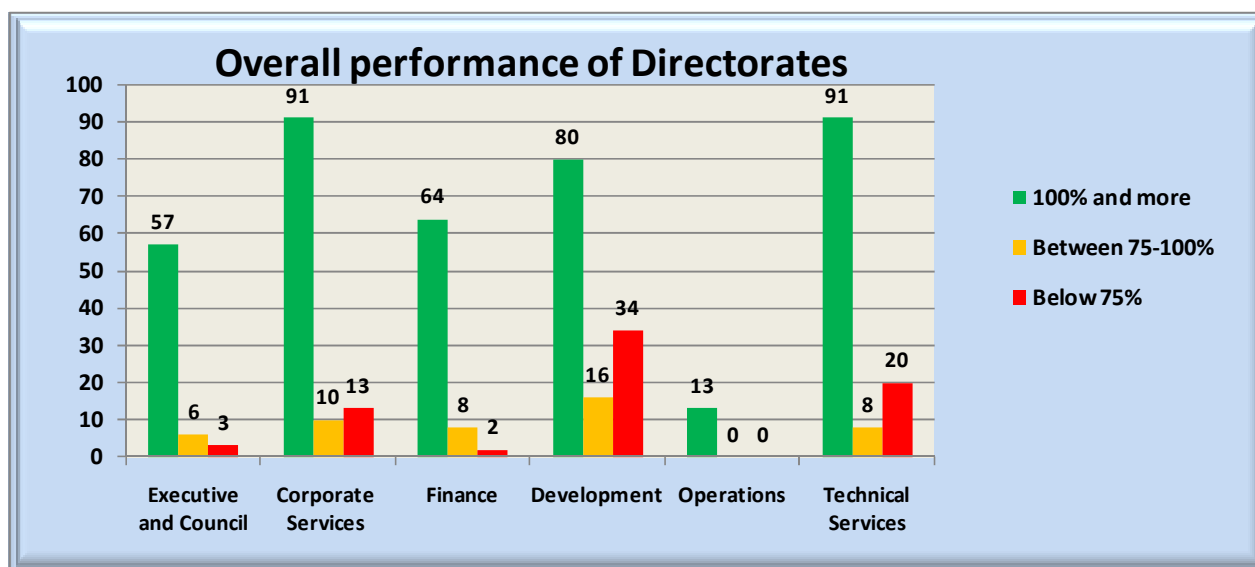
## 5.1 OVERVIEW OF PERFORMANCE

The performances of the different directorates are shown in the table below. These performances include the alignment of Key Performance Indicators with the IDP objectives, National KPAs and Municipal KPAs. It includes the specific performances of sub directorates.

Directorate	Total KPIs	KPIs met	KPIs almost met	KPIs not met
Executive & Council	66	57	6	3
Corporate Services	114	91	10	13
Finance	74	64	8	2
Development	130	80	16	34
Operations	13	13	0	0
Technical Services	119	91	8	20
<b>Overall for Municipality</b>	<b>516</b>	<b>396</b>	<b>48</b>	<b>72</b>

**Table 89: Summary of total performance**

The following graph indicates the performance of the various directorates



**Graph 13: Overall performance of directorates**

## 5.2 PERFORMANCE HIGHLIGHTS PER FUNCTIONAL AREAS

Directorate/ Functional area	Division	Highlights
Corporate Services	Administration	<p>Implementation of an operational Electronic Records Management System [ERMS] by 30 June 2010 including training of staff:</p> <ul style="list-style-type: none"> <li>• Phase 1 – Correspondence Management and Workflow = 139 officials trained</li> <li>• Phase 2 – Committee Management = 72 officials trained</li> <li>• Phase 3 – Contract Management = 60 officials trained</li> <li>• Phase 4 – Burial Management = 14 officials trained</li> <li>• Phase 5 – Housing Registry = 11 officials trained</li> </ul>
		<p>Promotion of Access to Information Act, 2000 [Act 2/2000]:</p> <ul style="list-style-type: none"> <li>• Updating and submission of Section 14 Manual to SAHRC by March 2010</li> <li>• Submission of Section 15 report to the Department of Justice and Constitutional Development by March 2010</li> <li>• Submission Section 32 report to SAHRC by March 2010</li> <li>• Dealt with all requests received within 30 working days – submission of information / documentation request by the Requester.</li> </ul> <p>Theewaterskloof Municipality also received Special Recognition for the commitment to enhance the implementation of the Promotion of Access to Information Act at the SAHRC and ODAC Openness &amp; Responsiveness Award Ceremony in September 2009</p>
		<p>Facility Management – Capital projects:</p> <ul style="list-style-type: none"> <li>• Construction of new offices adjacent to the offices in Church Street, Caledon for Human Resources Department by December 2009</li> <li>• Renovation of existing offices for the new offices of the Traffic Department in Grabouw by June 2010</li> <li>• Renovation of existing offices for the new offices of the Bot River Town Office by December 2009</li> <li>• Construction of new offices adjacent to the existing Traffic Offices in Caledon and renovation of current offices in order to accommodate more officials by June 2010</li> </ul>
	Councillor support	<p>Junior Town Council:</p> <ul style="list-style-type: none"> <li>• During the year under review Council established a Junior Town Council. The Junior Town Council is made up of 36 scholars from the various schools within Theewaterskloof and was inaugurated in April 2010. The Junior Town Council visited Parliament on 14 June 2010 where they learnt about Parliament and how it operates as well as their basic human rights. They also embarked on various social upliftment projects within Theewaterskloof like the upgrading of the Noncedo Crèche in Villiersdorp. They also ran a successful teenage pregnancy and awareness project at various schools</li> </ul> <p>Ward Committees:</p> <ul style="list-style-type: none"> <li>• Theewaterskloof Municipality previously elected to have Ward Committees to enhance participatory democracy. During the year under review these Committees met bimonthly and their members played a key role in the Municipality's IDP/Budget process. To capacitate its Ward Committees, Theewaterskloof Municipality held a Budget Workshop for them on 20 November 2009 as well as a Ward Summit on 24 February</li> </ul>

Directorate/ Functional area	Division	Highlights
		2010. A Guideline for Ward Committees was also developed and implemented
	Valuation	Rates Policy was approved within the timeframe of 30 June 2010. Supplementary roll was successfully implemented before 30 June 2010
	HR	<p>100% spending of allocated budget in terms of Skills Development</p> <p>ICT achievements for 2009/2010 Financial Year:</p> <ul style="list-style-type: none"> <li>• In collaboration with the Electrical division, an Uninterruptible Power Supply (UPS) system was implemented to ensure business continuity and protect the ICT equipment of council.</li> <li>• State of the art back-up solutions were deployed, together with virtualization technology that allow us to minimise critical system downtime to as little as 20 minutes</li> <li>• We replaced our virus software with a fully functional virus server that now monitor and protect the entire organisation and ensure a virus free environment</li> <li>• Upgrades on our wireless network and the implementation of backup systems enabled us to maintain 99.9% network uptime</li> <li>• We replaced an out-dated email and internet system, with an industry leading email management server, which now allow us full management of all emails. Furthermore, we have implemented two physical firewalls and two software firewalls to protect the council data from intrusion or hacking</li> <li>• The implementation of a last-mile cost saving solution on the VOIP telephone system, allowed us to reduce telephone costs by 30%.</li> <li>• Projects that was concluded at the end of the 2009/10 financial year, but scheduled for deployed in the new financial year include <ul style="list-style-type: none"> <li>❖ Bulk SMS system that will allow council to notify the community of critical issues in the region</li> <li>❖ Bulk Email and system that will enable the council to send emails to the community in an attempt to save postal costs. Furthermore this solution and API integration will allow us to enable e-commerce on our new planned website, to allow the community access to their accounts, make online enquiries and pay their accounts online</li> <li>❖ A helpdesk was developed internally, but will be released to the community to report, track and be kept up-to-date with service delivery issues</li> <li>❖ A public computer (library) management system was developed internally that will enable libraries to safely and securely allow the public to utilise council ICT equipment</li> </ul> </li> </ul>
<b>Finance</b>	All	Establishment of <b>Financial Control and Costing Unit</b> to perform cost benefit analysis, income generation, and implementation of ABC Costing
		<b>P3 Partnership-</b> MOU with P3 (SALGA ,SALAR). Focus of the partnership is on Re-Engineering of tariffs by introducing the baseline tariff model on which Theewaterskloof was used as a pilot
		<b>Standard Operating Procedures</b> (SOP) was rolled out for Institutional transformation and capacity building
		Risk management Policy and implementation Plan adopted by council

Directorate/ Functional area	Division	Highlights
		Debt Collection- 89% collection rate in a year where the economy was recovering from a recession, jobs were lost, high increase in electricity rates, indigents grew and the economy growth rate declined
<b>Development</b>	Housing	Redesign of Grabouw Rooidakke 434 housing project to include element of sustainability
		Construction of +/- 105 houses in Grabouw Rooidakke Phase 1 – 185 Project
		Completion of the Genadendal 157 Housing Project (+/- 77 Houses)
		Completion of the Villiersdorp Phase 1 - 115 Housing Project (+/- 45 Houses)
		Winning the SAHF National Project of the Year 2010 award
		Winning the SAHF National Housing Person of the Year Award 2010
	Town Planning	Forward Planning completed in:- <ul style="list-style-type: none"> <li>• Grabouw Pineview 162 Housing Project</li> <li>• Grabouw Hillside 438 Housing Project</li> <li>• Caledon Santa Site 238 Housing Project</li> </ul>
		Building Plans: A total of 419 building plans were received which amounted to a total of R 2 031 855,54. An average of R 4, 850.00 per building plan submission

**Table 90: Performance highlights per functional area**

### 5.3 PERFORMANCE PER FUNCTIONAL AREA

#### A EXECUTIVE AND COUNCIL

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
TBI	Customer Care	Ensure the implementation of an effective customer care policy and system	100%	09-Dec	100%	TWK Media Day was successfully held on the 23/03/2010	
Local Economic Development, Town Planning and Tourism	Implementation of LED strategy	Monitor the implementation of the LED strategy by reviewing monthly reports	100%	Ongoing	100%	Monthly reports submitted to the LED steering committee of which the MM is chair.	
Refinement and Implementation of the Financial Viability Strategy	Financial Modeling	Completed financial modeling by Feb 2010	100%	09-Feb	60%	95% Achieved of target. This is a P3 project which focuses on Tariff Modeling for the four major services. Water, Refuse and Sewerage have been fully completed. Electricity is	
Refinement and Implementation of the Financial Viability Strategy	Tariff restructuring	Effective tariff restructuring by Feb 2010	100%	09-Feb	95%		

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
						approximately 95 % complete. The software program/ tool has already been developed, reviewed and tested.	
Transformed Corporate Departments	External partnerships	Creation of at least 4 external partnerships to enhance municipal capacity	4	Ongoing	100%	Partnerships with DBSA, HAN, SALGA P3, MOU with Tourism offices and MOU with Molteno Bros	
Transformed Corporate Departments	PMS	Implementation of a PMS system	100%	09-Aug	100%	PMS system developed and operational. Policy adopted by council in January 2010.	
Transformed Corporate Departments	Town management model	Ensure the effective functioning of the town management model	100%	Ongoing	100%	Town Director appointed to ensure uniformity and success in the implementation of the Town Management Model	
Transformed Corporate Departments	Town management model	Establishment of the town management model	100%	09-Aug	100%	Model in operation	
Portfolio committee system	Portfolio committee system	Establish an oversight committee	100%	09-Aug	100%	Oversight committee established and approved by council on the 27th August 2009. Reference R40/2009	
Portfolio committee system	Portfolio committee system	Oversee the functionality and support the portfolio committee system	100%	Ongoing	100%		
Risk Management	Risk Management	Ensure the implementation of the risk based audit plan	100%	Ongoing	100%	Implemented as per schedule	
Risk Management	Risk Management	Review of the risk based audit plan	100%	09-Nov	100%	ongoing	
Anti Corruption	Anti corruption policy	Monitor and ensure the implementation of the anti-corruption policy	100%	Ongoing	100%	ongoing	
Financial Management	Effective expenditure and revenue management	Monitoring of revenue and expenditure and decisions on remedial steps if necessary	12	Monthly	100%	financial Statements tabled on a monthly basis to the EMC	

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
Financial Management	Strategic and sustainable budgeting	2009/10 Revised budget approved before the legislative deadline	1	10-Jan	100%	Revised Budget tabled and approved 25th February 2010	
Financial Management	Strategic and sustainable budgeting	2010/11 Budget approved before the legislative deadline	1	10-May	100%	2010/2011 budget together with IDP tabled in March and approved on 25th May 2010. Reference C42/2010	
Performance Management	SDBIP approval and reviews	SDBIP approved within 28 days after budget	1	10-Jun	100%	Top structure SDBIP approved on 08 June 2010 and Departmental SDBIP approved on 22 June 2010	
Performance Management	Performance Framework adherence	MM performance contract approved	1	09-Jul	100%	Signed and submitted to province	
Performance Management	Performance Framework adherence	Performance reviews completed	4	Quarterly	100%	Performance Contracts reviewed on 14 and 15 January 2010. Performance contracts were presented to the respective portfolio committees.	Only 2 reviews held. Midyear and Final reviews
Performance Management	Performance Framework adherence	Performance Committee appointed and trained	1	10-Mar	100%	Performance committee appointed	
Performance Management	Reporting of the 2008/09 performance	Annual Report approved	1	10-Mar	100%	Annual report tabled in January and adopted on 25th March 2010. Reference C15/2010	
Strategic Planning	Strategic planning session and approval of annual municipal strategy	IDP approved	1	10-Feb	100%	2010/2011 IDP together with budget tabled in March and approved on 25th May 2010. Reference C42/2010	
Strategic Planning	Strategic planning session and approval of annual municipal strategy	Strategy session attended to determine municipal strategies	1	09-Sep	100%	Successful strategic session at Goudini on 30 Aug - 2 September 2009 with the Theme Mind the GAP. A followup session to discuss the 5 corporate 5 year plans were took place on the 27th and 28th of January 2010	

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
Council	Ward councilor responsibilities	Resolving conflict, problems, disputes between municipality and communities and prevent it from escalating and having to be referred to Caledon. Complaints at acceptable level	100%	Ongoing	60%	No monitoring system in place. Ward councilors are normally informed to take action and respond.	Monitoring and evaluation process to be established
Council	Ward councilor responsibilities	Ensures quality input into the drafting of the IDP process and the Budget and ensures that the interests of the local communities are fully represented via the IDP forum and ward committees	100%	Ongoing	100%	Ward councilors were actively involved with the prioritization of the IDP issues. Town Priorities were endorsed by Ward committees.	
Council	Ward councilor responsibilities	Acts as the Chair of the Ward Committee and needs to meet with the TM in setting up the Agenda for meetings and discussing steps through which the committee's functioning can be improved	100%	Ongoing	100%	Ward councilor together with town manager sets the agendas of the ward committee meetings.	
Council	Portfolio committee responsibilities	Review the sdbip report of the directorate on monthly	100%	Ongoing	70%	Executive Management team decided that Town SDBIPs should not be done. Towns are being measured on the SLA's and graded as per the Town audit criteria.	Service level agreements will replace SDBIP for Towns
Council	Portfolio committee responsibilities	Make recommendations on development, maintenance, refinement and monitoring of strategies, policies, standards, processes of portfolios its service delivery and operations that need to be administered	100%	Ongoing	100%	ongoing	
Council	Chairs of portfolio committees responsibilities	Meets with director of his portfolio once a week i.e. Fridays and take the outcome of that into the Executive Committee meeting of the EM	100%	Ongoing	100%	Meetings commence on a weekly basis. Outcomes discussed at EMC.	
Council	Chairs of portfolio committees responsibilities	Attend meetings with Portfolio Stakeholders if and when necessary	Ad hoc	% of meetings attended	83%	ongoing	Minutes to be kept of meetings are presented to Executive mayor

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
Council	Chairs of portfolio committees responsibilities	Attend meetings of the other Port Folio Committees and or Ward Committees in order to address issues of mutual concern or interest	% of meeting attended	Ongoing	100%	ongoing as per need	
Council	Chairs of portfolio committees responsibilities	Make inputs into the IDP and the Budget and more specifically regarding matters affecting his or her port folio by March 2010	100%	Ongoing	100%	Actively involved in the IDP/Budget process.	
Council	Chairs of portfolio committees responsibilities	Attend meetings with stakeholders if and when necessary in consultation with Director	100%	Ongoing	100%	ongoing	
Council	Chairs of portfolio committees responsibilities	Responsible for ongoing guidance as chairperson on political positions, strategies, tactics, goals and objectives and mandates	100%	Ongoing	100%	ongoing	
Council	Chairs of portfolio committees responsibilities	Provide input on behalf of Portfolio committees to Council's political component	100%	Ongoing	100%	Ongoing. Chairs present their Portfolios items to the Council.	
Council	Chairs of portfolio committees responsibilities	Ongoing guidance to the Executive Committee of the Executive Mayor, the Executive mayor and the Council on official portfolio strategies, policies, positions, systems, standards etc	100%	Ongoing	100%	Ongoing	
Ward committee system	Ward Committee Meetings	Attendance at regular ward committee meetings by respective councilors	28	Monthly	90%	Well attended	
Ward committee system	Ward Committee Meetings	A list of meeting dates should be supplied to the Office of the Speaker for inclusion in the municipal calendar not later than 30 November of each year	1 list with dates	Annually	100%	submitted	
Ward committee system	Ward Committee Meetings	Ward committee meetings are convened and chaired by the ward councilor bi-monthly	72 meetings in total pa	Bi- monthly	100%	We had 6 official ward committee meetings and 6 special ward com meetings on our Annual Schedule	
Community Development workers	Speaker responsibilities	Monitor of and support of the CDW's	100%	Ongoing	70%	MOA signed and submitted to province.	Awaiting appointment of CDW supervisor

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
Ward committee system	Speaker responsibilities	Assess issues raised at Ward Committee meetings and advise the Executive Committee of the Mayor accordingly and in developing suitable political positions on such matters	100%	Ongoing	100%	Issues submitted to the speakers office	
committee system	Speaker responsibilities	Address instances where Committees are not receiving required support or action from the Administration and follow-up	100%	Ongoing	100%	Report submitted to Director operations when issues are raised. Functionality of the Ward committee is measured through the Town Audits and addressed via recommendations	
committee system	Speaker responsibilities	Report to Council on committees not functioning and actions taken to address shortcomings	100%	Ongoing	60%		Functioning of committee system will be addressed via the Town Audit process.
TBI	Speaker responsibilities	Performs an oversight role in terms of regularity of meetings and attendance and take remedial action if and when necessary	100%	Ongoing	100%	Ongoing	
TBI	Speaker responsibilities	Provide formal input on policies related to the establishment and development of committees, support required, compensation, training, functioning, discipline, rules of order etc and review annually	100%	Ongoing	100%	Ongoing. As per request	
Ward committee system	Speaker responsibilities	Ensure the successful functioning of the Ward Committee system and the Public Participation processes by reviewing the reports submitted to the Speaker and Council	100%	Ongoing	100%	Ongoing	
Ward committee system	EMC responsibilities	Six monthly meet with Ward Councilors to assess the performance of such a component of the political management structure, including the review of reports submitted on the performance at ward level	100%	Ongoing	100%	Ongoing	

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
TBI	EMC responsibilities	Meet quarterly with Town Managers & Dir. of Technical Services in order to assess service delivery matters and to oversee the implementation and compliance with Resolutions, Policy, Standards etc	100%	Ongoing	100%	Ongoing	
Oversight role	EMC responsibilities	Considers reports and recommendations from Portfolio Committees and Directorates either for finalization or for a recommendation to Council	100%	Ongoing	100%	Ongoing	
Oversight role	Executive mayor responsibilities	Acts as the Sponsor of the Department of Development	100%	Ongoing	100%	Meets with the Director Development every Friday to Discuss Developmental and Departmental issues.	
Oversight role	Executive mayor responsibilities	Perform an oversight role in terms of the Administration	100%	Ongoing	100%	Scheduled meetings with the Municipal Manager every Friday and as the need arise.	
Oversight role	Executive mayor responsibilities	Perform oversight role in ensuring the exec structure is performing in accordance with strategy, tactics, priorities, positions, mandates, goals and standards and take remedial action when necessary	100%	Ongoing	100%	Meets with the EMC members every Monday to set the program for the week and again on Fridays for Report backs	
Stakeholder management	Executive mayor responsibilities	Stakeholder engagement (imbizo's and quarterly meetings) to develop a sound understanding of the needs, expectations, perceptions and priorities of the constituents, communities, and stakeholders	100%	Ongoing	100%	ongoing as need arises	
Oversight role	Executive mayor responsibilities	Provide the MM with the political direction and mandates required by the Administration. Delegations and mandates reviewed annually	100%	Ongoing	100%	weekly meetings with MM	

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
council functioning	Executive Mayoral Committee Meetings	EMC meetings held	10	Monthly	100%	11 meetings held	
council functioning	Special Council Meetings	Attendance of meetings at least 80%	80%	Ad hoc	92%	Meetings well attended. Reasons for none attendance is submitted to the Speaker in advance	
council functioning	Council Meetings	Council meetings held	4	Quarterly	100%	10 meetings held	
Reporting to Audit committee	Support to the audit committee	Provide effective support to the audit committee on their request	100%	Quarterly	100%	provided as per requests at quarterly meetings	
Reporting to Municipal Manager	Month during which audit reports were submitted to Municipal Manager	Months during which monthly audit report was submitted to Municipal Manager	2	December 2009 & June 2010	100%	Reports submitted in December 2009 and June 2010	
Reporting to Audit committee	Quarterly reporting to audit committee	Quarterly internal audit report submitted to committee.	4	No of reports to be submitted throughout year	100%	quarterly meetings held as per year schedule	
Financial Compliance & Good Practice	Monitor the implementation of Internal audit reports	% of internal audit queries followed up	80%	Quarterly	100%	all queries followed up and responses received within the given timeframe	
Implementation of Risk based audit Plan	Implementation RBAP	% of monthly targets (in terms of RBAP) met	80%	Quarterly RBAP targets implemented	100%	reported quarterly to audit committee	
Compilation of Risk Based Audit Plan	Completion of RBAP as prescribed	Revise risk based audit plan	1	May-10	100%	RBAP completed in May 2010	
Risk analysis	Completion of annual risk analysis	Revised annual risk analysis completed	1	Mar-10	100%	Risk Analysis completed in March 2010	
TBI	Implementation of Internal audit reports	% of internal audit queries rectified within 6 months	80%	% rectified	100%	rectifications followed up regularly and reported Annually to audit committee	

**Table 91: KPI Performance: Executive & Council**

### B) CORPORATE SERVICES

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
Head of Corporate Services							

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
Genadendal Transformation Process:	Land held in Trust of Minister must be transferred to municipal human entity	Handling of Genadendal transformation process	100%	% of target achieved	35%	Action Plan drafted. Tender that was awarded to Urban Dynamics was reviewed and a further project plan with Urban Dynamics on board was drafted.	Genadendal Transformation Process:
financial Management	Revenue and expenditure control	Effective revenue and expenditure control	12 reports	Monthly	100%	Monthly reports on revenue and expenditure control were submitted to the Executive Mayoral Committee and Council.	financial Management
Administration	Reporting on meetings and workshops	Report monthly to MM on meetings, workshops and conferences attended	12 reports	Monthly	100%	information is submitted to the MM on a monthly basis	Administration
Facilitate the compilation of the Annual Skills Development Plan	Skills Development	# of targeted individuals trained	100%	Monthly	100%	Number of individuals trained : 402	Facilitate the compilation of the Annual Skills Development Plan
Zero tolerance regarding law enforcement, squatter control, Building control and Traffic	Legal Input	Provide input into by-law revision	100%	Continuous	100%	Provided on request as per normal administration process.	Zero tolerance regarding law enforcement, squatter control, Building control and Traffic
Administration	Implementation of Council resolutions	Items implemented within required timeframe	100%	% delivered within required timeframe	100%	All council resolutions were implemented within the specified timeframes.	Administration
Administration	Liaison with Leadership	Meetings with management team per month	48	Weekly	100%	Representation made at all scheduled management meetings.	Administration
Administration	Management of audit queries	% of audit queries completed within 30 days	100%	% of target achieved	100%	All audits received are complied with within the given time frame.	Administration
Employment equity	Achievement of employment equity targets	% of employment equity targets of positions filled achieved	100%	% of target achieved	100%	No of employment equity targets [5] Directors and Corporate Managers: 1 Col Male; 2 White Males; 2 White Females. [9] Prof: - 1 African Male; 3 Col Males; 2 Col Females; 2 White Males; 1	Employment equity

# Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
						White Female [2] Tech and Trade Workers - 2 Col Males. [8] Comm and Personal Service Workers: 2 African Male, 1 African Female; 2 Col Males; 2 Col Females 1 White Female. [13] Clerical Admin Workers: 1 African Females; 5 Col Males; 5 Col Females; 2 White Females. [3] Machine Operators and Drivers: 3 Col Males. [26] Elementary Workers: 5 African Male; 1 African Female, 17 Col Males; 3 Col Females	
Administration	Assignments from municipal manager	Reasonable assignment implemented within required timeframes	100%	% of assignments addressed	100%	All assignments are implemented within the given time frame. Following assignments were received and addressed: Five year HR and ICT Strategic Plan, Town Administration of the year competition, Service Level Agreements.	Administration
Supply Chain Management	Ensure proper procurement practices	No of successful appeals against municipality on the awarding of tenders.	0%	% of successful appeals	100%	no successful appeals	Supply Chain Management
Annual Reporting	Submission of Annual Report information	Departmental Report submitted by 31 November	1	09-Nov	100%	submitted within the given timeframe	Annual Reporting
Administration	Implementation of Internal audit reports	% of internal audit queries rectified within 6 months	80%	% rectified	100%	All queries are responded to within the given timeframe	Administration
Performance Reporting	SDBIP reporting to council	Timeous reporting to MM before due dates	100%	% completed by due dates	100%	SDBIP reported on a quarterly basis to Corporate portfolio committee	Performance Reporting
Administration							

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
2010/2011 project Planning	Project plans as per IDP with financials	Compile and complete project plans for 2010/2011 financial as per IDP and Budget before end June 2010.	100%	% of target achieved	100%	Submitted together with budget.	2010/2011 project Planning
Administration	Photostat machines	Management and maintenance of Photostat machine contracts for TWVK. Obtain new Photostat machines where contracts expire.	100%	Ongoing	100%	Tender COR01/2009/10. Machines are maintained on a daily basis. Call outs are registered for a Technician when problems are experienced.	Administration
Administration	Stock : Tea, Coffee, etc and Cleaning supplies	Obtaining of supplies through the SCM processes. Distribution of tea, coffee, etc and cleaning supplies to all the Town Offices and Head Office. Control and manage supplies in stock.	100%	Ongoing	100%	All purchased stock is documented in a register and book out to the Town Offices before distribution. The Cleaners of the Head Office sign the register for stock requested by them.	Administration
Administration	Stationary	Obtaining of supplies through the SCM processes. Distribution of stationary to all the Admin Officers in Town Offices and Head Office. Control and manage supplies in stock.	100%	Ongoing	100%	All purchase items are documented in a register and booked out to officials when requested	Administration
Committee Management	Attendance registers	Timely compilation and distribution of attendance registers (applicable to councilors only) of Council, EMC, Portfolio Committee meetings and other committee meetings, to Speaker's office every month	100%	% within required timeframe	100%	A copy of the attendance register of Council, EMC and Portfolio Committee Meetings is distributed electronically to Councilor Support Services directly after the scheduled meeting.	Committee Management
Committee Management	Timely compilation and distribution of Minutes of Management Meetings	% Minutes distributed within 5 working days after meetings	95%	%within required timeframe	100%	Minutes of Management Meetings is distributed within 5 working days after the meeting both electronically and a hard copy	Committee Management
Committee Management	Timely compilation and distribution of Agendas of Management Meetings	% Agendas distributed within 3 days prior to meetings	95%	% within required timeframe	100%	Agenda's of Management Meetings is distributed the Thursday prior to the Management	Committee Management

# Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
						Meeting on the Monday.	
Committee Management	Council and EMC Resolutions distributed to Directorates within 3 working days of minute distribution	% Resolutions distributed within 3 working days	95%	% within required timeframe	95%	EMC, Special EMC and Council Resolutions were distributed within 3 working days after the distribution of the Minutes of the Meetings.	Committee Management
Committee Management	Timely compilation and distribution of Minutes of Council, EMC and Portfolio Committee Meetings	% Minutes distributed within 7 working days after meetings	95%	% within required timeframe	100%	minutes are distributed within the specified timeframe	Committee Management
Committee Management	Timely compilation and distribution of Agendas for Council, EMC and Portfolio Committee Meetings	% Agendas distributed within 7 days prior to meetings	95%	% within required timeframe	100%	Agendas are distributed within the specified timeframe	Committee Management
Cost Saving intervention : Reduced Printing Costs	Reduce printing costs	Implementation of electronic records document management system – documentation will be send via email	100%	% of target achieved	100%	All incoming and outgoing correspondence, Memorandums and Incoming faxes is distributed electronically via the Collaborator system and no more copies is made for distribution. Attachments are scanned and attached to the documents. Resolutions of the EMC and Council are also distributed electronically via Collaborator. The copies made of documents at all the photocopy machines in TWK are monitored monthly.	Cost Saving intervention : Reduced Printing Costs
Cost saving intervention : Reduced Telephone Costs	Monitoring of monthly telephone costs	Monthly reports distributed to all Departments to indicate their private calls. Each department has to identify high costs and report it to	100%	% of target achieved	100%	SOP on telephone usage drafted and implemented. Monthly monitoring of all official telephone	Cost saving intervention : Reduced Telephone Costs

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
		Director Corporate Services				bills is conducted. Private calls are deducted from salaries.	
Promotion of Access to Information Act: Dealt with requests as prescribed by Act	Dealt with all requests within 30 working days by the Deputy Information Officer	Dealt with requests. Request information. Submit information to requester within 30 working days.	100%	% of target achieved	100%	Access for information granted to all requests. Access fees paid prior to provision of information.	Promotion of Access to Information Act: Dealt with requests as prescribed by Act
Promotion of Access to information Act:	Compliance with Access to Information Act	Submission of Section 32 Reports and Section 15 Report	100%	% of target achieved	100%	The Section 32 report was submitted to the SAHRC and the Section 15 report to the Minister of Constitutional Development.	Promotion of Access to information Act:
Promotion of Access to information Act:	Compliance with Access to Information Act	Updating of Section 14 Manual	100%	% of target achieved	100%	The Section 14 Manual was updated and submitted to the SAHRC. Copies were distributed to all the Libraries in TWK and Directors during April 2010.	Promotion of Access to information Act:
Records Management:	Archive system - File Plan, Disposal, Transfer, Destruction and non-correspondence files	Maintaining of effective archive system	100%	Ongoing	100%	The file plan is updated on a regular basis and new correspondence files is add to the file plan when the need arise. The updated file plan was submitted to the Western Cape Archives for approval. All Transfer Schedules and Destruction Certificates were submitted to the Western Cape Archives for approval.	Records Management:
Records Management:	Distribution of incoming mail, email and faxes within 8 hours	% Incoming mail, email and faxes distributed within 8 hours	95%	% within required timeframe	100%	All incoming and outgoing mail emails and faxes are distributed electronically within 8 hours of being received at the records department.	Records Management:
Records Management:	Implementation of a Electronic Record system - Collaborator	Phase 3 – Contract Management - Implementation and training – June 2010	100%	% of target achieved	100%	Contract Management Module is successfully implemented and	Records Management:

# Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
						support is rendered by the BE Consultants on request.	
Records Management:	Implementation of a Electronic Record system - Collaborator	Phase 2 – Committee Management - Implementation and training: January 2010	100%	% of target achieved	100%	Agenda-items of all meetings are generated on the Collaborator Committee Management Module. All the Agenda's and Minutes of Meetings is generated on Collaborator, as well as the distribution of the resolutions of meetings. As soon as the "Wi-Fi" system is implemented in the Council Chambers, no hard copies of Agenda's and Minutes will be distributed to Officials.	Records Management:
Records Management:	Implementation of a Electronic Record system - Collaborator	Phase 1- Correspondence Management and Workflow - Implementation and training : September 2009	100%	% of target achieved	100%	Correspondence Management and Workflow module is successfully implemented and support is rendered by the BE Consultants on request. The migration of the Quality documentation to Collaborator is successfully completed - 118 officials trained on the system	Records Management:
Maintained contract Register for Corporate office	Contract Management	Review and update Contract Register monthly	100%	% of target achieved	85%	Still need to index 376 of the 1181 Quality Contracts on Collaborator. In respect of the indexing of the 97 New contracts, 49 contracts completed. All additional new contracts concluded is index by the Contract Author	Maintained contract Register for Corporate office
Information Technology							

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
communication	Electricity Contingency UPS TWK	% of project completed	100%	% completed	100%	tender advertised and UPS system installed.	communication
Effective IT system	Back-up of critical systems and databases	Daily, Weekly and monthly back-up	100%	% of successful back-ups	100%	Current backup of critical systems working. Offline backup solution specifications were received from Auditor General and Management approved the licensing of Microsoft products which includes the implementation of a complete backup's solution.	Effective IT system
Effective IT system	Ensure a virus free environment	Viruses Reported attended to	100%	% Viruses reported addressed	75%	Experiencing problems with outdated computers. New virus blocking services was implemented at the end of June and full reports will be available at end of July.	Effective IT system
Effective IT system	Network support services: extent of network	Nr. of staff active on network. Network infrastructure uptime.	200	% of # of staff on network	100%	no network downtime	Effective IT system
Effective IT system	Information Technology Queries	Percentage of queries dealt within period as described in policy	100%	% of target achieved	100%	All queries resolved. IT Monitoring system tests still ongoing and should be implemented by 2 August 2010.	Effective IT system
Effective IT system	Website Maintenance	Ensure the maintenance of the municipal website	100%	% of target achieved	100%	Daily updates done on existing website. Errors on the new website have been resolved and a new deployment strategy has been put in place together with the office of the Municipal Manager. Finalization of the project set for 30 September 2010.	Effective IT system
Effective IT system	IT policies	Development and Approval of IT policies and workshops with management	100%	% of target achieved	60%	An ICT policy was developed. It was referred to the Policy Working Committee of the	Effective IT system

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
						Municipality to be workshopped.	
Installed VOIP telephone system at Town offices and outside buildings	VOIP System installed at the Villiersdorp, Grabouw	VOIP system installed	100%	% of target achieved	80%	Primary rate and new VOIP server has been deployed and we are now in the testing phase of the new VOIP system. New PABX systems for VOIP have been installed at Greyton and Genadendal offices.	Installed VOIP telephone system at Town offices and outside buildings
<b>Councilor support</b>							
2010/2011 project Planning	Project plans as per IDP with financials	Compile and complete project plans for 2010/2011 financial as per IDP and Budget before end June 2010.	100%	% of target achieved	100%	Project Plans submitted with the Budget	2010/2011 project Planning
Administration	Timely compilation and distribution of agendas and minutes for all Ward committee meetings	% distributed 7 days before and after meetings	98%	% within required timeframe	85%	distribution of agendas are monitored and report submitted to the Town director	Administration
council support	Support all councilors with their official travel arrangements	Ongoing support to councilors with their travel arrangements	100%	% of target achieved	100%	Administration of travel arrangements for all councilors is managed by council support employees.	council support
council support	Attend to all councilor queries regarding HR matters	Attend to queries: % within 3 days	95%	% within required timeframe	100%	HR matters are attended to promptly	council support
council support	Verbal complaints received by the Councilors are attended to	Attend to complaints: % within 3 days	95%	% within required timeframe	100%	All verbal complaints are acted upon.	council support
Community Development Workers Structure aligned with the town management and ward committee structure	Support and coordination of CDW's	Support and co-ordinate the work of the CDW's	100%	% of target achieved	90%	A meeting was conducted between DPLG, Councilors, Directors, MM and Speaker's office to get clarity on the operation of CDWs. A Draft Framework was presented to DPLG for input. After their input, a Steering committee will be established who will be responsible for	Community Development Workers Structure aligned with the town management and ward committee structure

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
						the operation of CDWs.	
Community Development Workers Structure aligned with the town management and ward committee structure	Alignment and integration with the town management and ward committee model	Aligned and integrated structure	100%	% of target achieved	100%	Model has been discussed with Province and they approved it by signing off the MOA.	Community Development Workers Structure aligned with the town management and ward committee structure
Community Development Workers Structure aligned with the town management and ward committee structure	Adoption of the Structure	Adopted structure	100%	% of target achieved	0%	<b>Structure</b> not finalized	Community Development Workers Structure aligned with the town management and ward committee structure
Community Development Workers Structure aligned with the town management and ward committee structure	Finalization of a Community Development Worker Structure	Completed structure	100%	% of target achieved	0%	<b>Structure</b> not finalized	Community Development Workers Structure aligned with the town management and ward committee structure
Fully trained councilors	Quarterly training as per approved programme	Quarterly training	100%	% of target achieved	100%	the following training was attended by councilors as per the approved training programme: Presentation skills, Intensive Computer training, "How to Chair a Meeting", IDP Training,	Fully trained councilors
Fully trained councilors	Finalization of a Capacity Building and Training program for 2009/10	Finalization of a Capacity Building and Training program for 2009/10	100%	% of target achieved	100%	A programme was developed in consultation with DBSA	Fully trained councilors
Fully trained ward committee members who understand municipal activities, process and policies	Quarterly training as per approved programme	Quarterly training	100%	% of target achieved	100%	Ward summit held in February and CBP training in September.	Fully trained ward committee members who understand municipal activities, process and policies
Fully trained ward committee members who understand municipal activities, process and policies	Finalization of a Capacity Building and Training program for 2009/10	Finalization of a Capacity Building and Training program for 2009/10	100%	% of target achieved	10%	A ward summit was arranged to train ward committee members on the operations of the Municipality.	Fully trained ward committee members who understand municipal activities, process and policies
Improved communication with the community	Publicize and distribute charter	Publicize and distribute charter	100%	% of target achieved	0%	Public Participation guideline has been approved by	Improved communication with the community

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
						Council.	
Improved communication with the community	Publicize and distribute the charter (newsletter)	Publicize and distribute the charter (newsletter)	100%	% of target achieved	0%		Improved communication with the community
Improved communication with the community	Finalization of a citizen's participation charter	Finalization of a citizen's participation charter	100%	% of target achieved	0%		Improved communication with the community
Public Participation Strategy	Implementation of Public participation Strategy	Implementation	100%	% of target achieved	100%	Public Participation guideline has been approved by Council.	Public Participation Strategy
Public Participation Strategy	Public participation strategy	Adopted strategy	100%	% of target achieved	100%	Strategy adopted. Resolution number - SC22/2010 on 25 May 2010	Public Participation Strategy
Public Participation Strategy	Finalization of public participation strategy	Finalized strategy	1 strategy	Completed strategy	100%	Policy drafted and tabled at Management, Portfolio committee and Council SC22/2010 on 25 May 2010 by Council	Public Participation Strategy
<b>Legal Services</b>							
2010/2011 project Planning	Project plans as per IDP with financials	Compile and complete project plans for 2010/2011 financial as per IDP and Budget before end June 2010.	100%	% of target achieved	100%	submitted with budget applications	2010/2011 project Planning
Town/Corporate department of the year competition	Implementation of competition	Implementation to rectify shortcomings	100%	% of target achieved	100%	The Shortcomings as identified during the 2008/2009 competition were recorded. Remedial Steps to address the shortcomings of HR and Health and Safety were put in place.	Town/Corporate department of the year competition
Town/Corporate department of the year competition	Implementation of competition	Reports on findings	100%	% of target achieved	100%	The results of the first round of assessments were provided to the Director Operations to report to Management as per the Project plan.	Town/Corporate department of the year competition
Town/Corporate department of the year competition	Implementation of competition	Assessments	100%	% of target achieved	100%	Assessments were conducted for HR and Health and safety	Town/Corporate department of the year competition

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
Town/Corporate department of the year competition	Implementation of competition	Submission of applications.	100%	% of target achieved	100%	The 2010 Town Office of the Year Competition was launched in 2009. All 5 Towns were automatically entered into the competition.	Town/Corporate department of the year competition
Legal support	Legal support for municipality	Provide legal advice to the municipality on an ongoing basis	100%	% of target achieved	100%	Legal Advice was provided to the Municipality on ongoing bases throughout the year under review.	Legal support
Legal support	Legal support for municipality	Arrange effective external legal support for municipality when needed	100%	% of target achieved	100%	Bosman and Smit Attorneys - provided legal Opinion on the prescription of municipal debt in terms of the SCA case of City of Cape Town/Real People Housing. The draft contract for the Service Provider appointed by the Municipality to complete the Genadendal, Rooidakke en Pineview Housing projects was drafted by Fairbridges attorneys. Input on the contract was provided to Fairbridges attorneys.	Legal support
Legal Compliance Audit:	Compliance in terms of audit report	Ensure compliance i.to. Report	100%	% of target achieved	100%	All the provisions in the Structures and Systems Act that the Municipality is to comply with were identified. Thereafter an audit was done to determine which provisions the municipality complies with.	Legal Compliance Audit:
Legal Compliance Audit:	Compliance in terms of audit report	Submission of Audit Report annually to MM and audit committee	100%	% of target achieved	80%	The report will be provided to the MM in July 2010 where after it will be submitted to the Audit Committee	Legal Compliance Audit:

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
Legal Compliance Audit:	Compliance in terms of completed internal audit report	Establish compliance in the organization in terms of the Structures and Systems Act.	100%	% of target achieved	100%	All the provisions in the Structures and Systems Act that the Municipality is to comply with were identified. Thereafter an audit was done to determine which provisions the municipality complies with.	Legal Compliance Audit:
Adopted, Implemented and controlled delegation system for all Legislation	Maintained system of delegations	Review and update delegations regularly	100%	% of target achieved	100%	Delegations were reviewed. A Memorandum to update the delegations of the Municipality was distributed to the Mayor, Speaker, MM and Directors on 20 May 2010.	Adopted, Implemented and controlled delegation system for all Legislation
<b>Valuations</b>							
2010/2011 project Planning	Project plans as per IDP with financials	Compile and complete project plans for 2010/2011 financial as per IDP and Budget before end June 2010.	100%	% of target achieved	100%	Project Plans submitted with the Budget	2010/2011 project Planning
Valuation system:	Supplementary Valuation roll	Notice to owners	100%	% of target achieved	100%	Notices to owners were distributed after the Supplementary Valuations were received from the Valuer at the end of February 2010.	Valuation system:
Valuation system:	Adoption of Rates Policy and by-laws	Approval by Council	100%	% of target achieved	100%	Rates Policy approved by council. SR14/2010	Valuation system:
Valuation system:	Rates policy and by-law annual review	Process of objections	100%	% of target achieved	100%	Notice for Objection was advertised in the media for public comments. Due date for objections was 3 May 2010.	Valuation system:
financial Viability/Valuation system:	Rates Policy and by-law annual review	Compile draft rates policy	1	Reviewed policy	100%	Draft Rates Policy was approved by council and advertise in the media for public participation in April 2010. SR14/2010	financial Viability/Valuation system:
financial Viability/Valuation system:	Valuation register	Compile property register	100%	% completed by 30 Junie	100%	Compiling of register in process as require by the MPRA. It is an ongoing process	financial Viability/Valuation system:

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
						by updating information after every supplementary valuation process has been completed.	
financial Viability/Valuation system:	Supplementary valuation roll	Compiling of list and handing over to valuar	2	target achieved	100%	Supplementary Valuations list was finalized and handed over to the valuer in September 2009. Both lists were consolidated to one list for cost saving purpose.	financial Viability/Valuation system:
Human Resources							
Skills Development	Submission of the 2010/11 Skills Development Plan	Completed Skills Development Plan signed by training committee	100%	1 SDP by 30 June 2010	100%	Approved by training committee on 30 June 2010.	Skills Development
2010/2011 project Planning	Project plans as per IDP with financials	Compile and complete project plans for 2010/2011 financial as per IDP and Budget before end June 2010.	100%	% of target achieved	100%	HR Strategy determined and summarized in 5 year plan.	2010/2011 project Planning
HR Management	HR management	Report to council on all new appointments made once every month depending on whether or not appointments were made	100%	Continuous	100%	Report on all new appointments for the financial year will be submitted to council in September 2010. New appointees are introduced to council.	HR Management
Maintained HR records	HR management	Maintenance of all HR records	100%	Continuous	100%	Appointed 2 temporary assistance/ students to assist with the updating of the filing system. Filing system up to date. New employee files opened. Health and Safety record system and statistics regarding injuries on duty finalized.	Maintained HR records
Maintained Organogram	HR management	Maintenance of an approved organogram	100%	Continuous	100%	Maintained monthly in relation to staff movement.	Maintained Organogram
HR Management	Reporting on appointments, resignations, grievances, etc	Preparation of monthly report on all appointments made, resignations, grievances, disciplinary actions, etc for Management	12	Nr of reports	50%	Reports not submitted on a regular basis due to appointments not been made on a monthly basis.	HR Management

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
HR Management	Computerized HR record system	Establishment of a computerized consolidated HR record system	100%	% of target achieved	100%	All data was captured on computerized HR System	HR Management
HR Management	Compile job descriptions and competency profiles.	Completed job descriptions and competency profiles of new jobs identified on the newly approved organization structure of August 2007.	100%	% of target achieved	50%	Process has commenced by HR Unit. TWK's Municipal Manager was appointed to drive new district Job Evaluation unit to review and confirm job descriptions.	HR Management
HR Management	HR policies	Workshop and approval of 6 reviewed policies	6	Nr of policies workshopped and approved	0%	Only scarce skills policy submitted to management on 21st June 2010.	HR Management
HR Management	HR policies	Identify and review next 6 priority HR policies	6	Nr of policies reviewed	75%	The Scarce Skills Policy and Recruitment and Selection Policy, as well as the Incapacity due to ill health, was submitted to Top Management. The different comments were received from Directors and a follow up report will be submitted during June 2010 with the SOP's attached.	HR Management
Occupational Health and Safety	Implementation of OHSA in terms of a budget for protective clothing and equipment	Implement protective clothing policy in line with available budget	50%	% within required timeframe	100%	The PPE policy was submitted to the LLF meeting of 28 May 2010. The tender was advertised and adjudicated in June.	Occupational Health and Safety
Occupational Health and Safety	Implementation of OHSA guideline regarding protective clothing requirements	Review protective clothing policy	100%	% review of the policy	100%	The PPE policy was submitted to the LLF meeting of 28 May 2010 and approved by Senior management.	Occupational Health and Safety
Occupational Health and Safety	Monthly Health & Safety meetings	Monthly meetings held	10	no of meetings planned for year	100%	H & S meetings are held according to schedule and minutes submitted to the LLF	Occupational Health and Safety
Occupational Health and Safety	Continuous safety risk assessment	Presentation to quarterly senior management health and safety committee	12	Monthly presentations	50%	Executive Safety Committee established in May and first	Occupational Health and Safety

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
		about risk assessment for all areas of Municipality activities				meeting held in June. All the statistics regarding job injuries, the key issues identified at the health and safety meetings and the progress of the Project Team involved with urgent matters identified in the External Auditor's report was presented at the Executive Safety Committee meeting	
Training	Provisioning of training to staff in terms of the training budget	Percentage of Training budget spent	100%	% expenditure	97%	All planned training achieved.	Training
Training	Induction of new employees	Development and communication of induction manual as reference for town managers and existing personnel	100%	Completed manual	70%	Draft manual available	Training
Training	Induction of new employees	%: Newly employed inducted	80%	quarterly	100%	all newly appointed staff went through an induction process	Training
HR Management	Disciplinary actions to be ideally completed within 30 days, at the most within 60 days	Co-ordination and support to directorates with Disciplinary actions	95%	% within required timeframe	100%	There are still 27 cases outstanding. 7 Cases has already been scheduled for hearings. 20 are still under investigation, of which 12 cases are of a less serious nature, and includes misconducts like absent from the workplace, and late coming.	HR Management
HR Management	Managing labour grievances	Co-ordination and support to directorates with grievance procedures	80%	Planned average percentage of grievances addressed	100%	2 grievances were handled within the financial year	HR Management
Employment equity	EE committee meetings	Quarterly meeting of EE committee	4	Number of meetings	0%	composition of committee was not correct in terms of the Employment Equity Act	Employment equity

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
Employment equity	Compiled Annual Employment Equity Reports for submission to Department of Labour before 1 October	Completed and signed annual employment equity reports, submitted to Department of Labour on or before 1 October	100%	% completed	100%	EE progress reports were submitted on 1 October 2009 and Department of Labour acknowledged receipt thereof	Employment equity
Labour relations	Local Labour Forum Meeting administration, agenda to be submitted 7 days prior to the meeting.	Provision of LLF support service with regard to compilation and distribution of agendas and minutes	100%	Continuous	100%	Deadlines are met.	Labour relations
Labour relations	Labour relations liaison in terms of the Organisational Rights Agreement with Local Labour Forum	Actual monthly Local Labour Forum meetings	10	no of LLF meetings planned for year	100%	10 meetings were held for the year	Labour relations
Skills Development	Submission of Monthly Training report to LGSETA	6 reports p.a., also to be submitted to training committee bi-monthly	6 reports	Monthly	100%	Reports are submitted on a monthly basis.	Skills Development
Skills Development	Submit the New Skills Development plan and the Training Implementation report to Council	New Skills Development Plan to be adopted by Council	1	plan adopted	100%	Skills Development Plan for the 2009/10 financial year was approved on 29 June 2009 and submitted to LGSETA. Approved by Training Committee	Skills Development
Skills Development	Percentage of the 50% mandatory levy grants paid by LGSETA to TWK	Total rand value of the 50% mandatory levy grants received from LGSETA on a quarterly basis in the relevant financial year	50%	R-value as a %	100%	An amount of R265 000 was received backed from LGSETA for the year.	Skills Development
Skills Development	Submission of Annual Training Report about previous year's Skills development plan	Submission of Annual Training report based on the previous year's Skills Development Plan	100%	30-Jun	100%	Training Reports for the previous financial year was submitted to the LGSETA.	Skills Development
Skills Development	Submission of skills development plan	Submission by 30 June each year of WPSP	100%	30-Jun	100%	submitted before end June	Skills Development
TBI	Administration of appointments via the selection committee members	Appointments made within 3 months after advertising	80%	Ongoing	100%	All appointments were made within the 3 month period.	TBI
Leave administration	Leave administration: supporting and informing departments regarding leave	Monthly support to departments/ towns	1	Monthly	100%	Leave is updated on a monthly basis.	Leave administration

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
	matters						
<b>Facility Management</b>							
Buildings and Maintenance	New offices adjacent to the existing Traffic Offices in Caledon and renovation of current offices	% of project completed	100%	% of project completed	100%	project completed. Amount of R 200 000 was available for project - R 170,018.38 was spend to complete the project.	Buildings and Maintenance
Buildings and Maintenance	Renovation of existing offices for the new offices of the Bot river Town Office	% of project completed	100%	% of project completed	100%	Amount of R 50 000 was available for project - R 59,735.86 was spend to complete the project.	Buildings and Maintenance
Buildings and Maintenance	Renovation of existing offices for the new offices of the Traffic Department in Grabouw	% of project completed	100%	% of project completed	100%	Amount of R 150 00 was available for project - all the available money was spend.	Buildings and Maintenance
Buildings and Maintenance	Construction of new offices adjacent to the existing Municipal Building in Church Street, Caledon	% of project completed	100%		100%	Amount of R 600 000 was available for project - R 523,978.53 was spend. The rest of the available funds was allocated for the paving.	Buildings and Maintenance

**Table 92: KPI Performance: Corporate Services**

### C) FINANCE

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
Head of Finance							
TBI	Reporting on meetings and workshops	Report monthly to MM on meetings, workshops and conferences attended	12 reports	Monthly	100%	Relevant information and best practices shared	TBI
Facilitate the compilation of the Annual Skills Development Plan	Skills Development	# of targeted individuals trained	100%	Monthly	100%	Input was given into the skills plan. Various staff members have been on training as per HR plan. 15 officials have been enrolled and have completed 4 Modules of the Local Government	Facilitate the compilation of the Annual Skills Development Plan

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
						Accounting Certificate. The last 2 modules (Technical Accounting) are left for completion by October 2010. Value of R225 000 (free). Town-to-town Capacity Building sessions held.	
Zero tolerance regarding law enforcement, squatter control, Building control and Traffic	Legal Input	Provide input into by-law revision	100%	Continuous	100%	Done as and when required, refer to comments on items	Zero tolerance regarding law enforcement, squatter control, Building control and Traffic
Administration	Implementation of Council resolutions	Items implemented within required timeframe	100%	% delivered within required timeframe	100%	All resolutions implemented	Administration
Administration	Liaison with Leadership	Meetings with management team per month	24	Weekly	100%	Representation and input at all management meetings was made	Administration
TBI	Management of audit queries	% of audit queries completed within 30 days	100%	% of target achieved	100%	All audit queries were responded on within the given timeframe.	TBI
employment equity	Achievement of employment equity targets	% of employment equity targets of positions filled achieved	100%	% of target achieved	100%	No set targets. All appointments made were within the equity targets and the best candidates were appointed	employment equity
Administration	Assignments from municipal manager	Reasonable assignment implemented within required timeframes	100%	% of assignments addressed	100%	All assignments completed as per request.	Administration
Supply chain Management	Ensure proper procurement practices	No of successful appeals against municipality on the awarding of tenders.	0%	% of successful appeals	100%	no successful appeals	Supply chain Management
Annual Reporting	Submission of Annual Report information	Departmental Report submitted by 31 November	1	09-Nov	100%	information submitted as per required timeframe	Annual Reporting
Performance Management	SDBIP reporting to council	Timeous reporting to MM before due dates	100%	% completed by due dates	100%	Quarterly reports submitted to portfolio committee	Performance Management
<b>Revenue</b>							
Financial Viability	Prepaid Water Meters / Water Demand Management-TWK	% of project completed	100%	% completed	82%	Up to date 786 Prepaid Water Meters have been installed. Delays due to some resistance and identifying of	This project was delayed by the Phiri Court case outcome and subsequent appeal by the Johannesburg

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
						vendors.	Metro. We had to commence community consultation `only after finalisation of the case.
Financial Viability	Annual Debit Raising	Annual Debit raised by 30 July.	100%	% of target achieved	100%	Annual debt raised by 30 July as indicated in the B480 Report	Financial Viability
Financial Viability	Monthly Debit Raising	Monthly Debit rising by the 9th of each month.	100%	% of target achieved	100%	Monthly debt raised by 09th of each month as indicated in the B480 Report	Financial Viability
Financial Management	Approval of Monthly Exception Report	Signing off of the monthly exception report within 3 working days of the month end.	100%	% of target achieved	100%	Various ABAKUS and Payday Reports	Financial Management
Financial Management	Monthly monitoring of Councilors and Officials Billing Accounts	Councilor and official arrears greater than 90 Days (R,000)	0	R-value achieved	100%	Send to Speaker monthly	Financial Management
Financial Management	Revenue Management	Indigent processes	90%	% compliance	100%	As per INDIGO system (Debt pack)	Financial Management
Financial Management	Revenue Management	All funds received safely stored on the same day, no losses allowed	100%	% compliance	100%	funds stored in safe and deposited the next day.	Financial Management
Financial Management	Revenue Management	All funds received receipted and banked on the 1st working day after receipt	100%	% compliance	100%	funds stored in safe and deposited the next day.	Financial Management
Financial Management	Revenue Management	95% of all meters read on monthly basis	100%	% compliance	96%	as per meter reading reports.	Financial Management
Financial Management	Revenue Management	100% active accounts posted before pmt date	100%	% compliance	100%	Report from Cab holdings	Financial Management
Financial Management	Revenue Management	100% levy payers registered according to information received	100%	% registered	100%	as per applications for service installations.	Financial Management
Financial Management	Improve Debt Collection to at least 90%.	Rates and Services Collection Target of 90%.	100%	90% per month	89%	89% of target set achieved. Reported monthly to finance committee.	Financial Management
Financial Management	Financial policies	Monitor implementation	100%	Ongoing	100%	all policies implemented	Financial Management
Financial Management	Financial policies	Communicate and workshop reviewed policies	100%	% of target achieved	100%	Part of Budget Process	Financial Management

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
Financial Management	Financial policies	Review all revenue related policies	100%	% of target achieved	100%	Part of Budget Process	Financial Management
Improved customer relations	Consumers queries	Response time to queries: 5 working days	100%	% of target achieved	98%	Collaborator reports	Improved customer relations
Improved customer relations	Customer and Stakeholder Relations Improvement:	Implementation of customer relations improvement programme	100%	% of target achieved	95%		Improved customer relations
Improved customer relations	Customer and Stakeholder Relations Improvement:	Development of 2 brochures	2 brochures	# of target achieved	100%	Budget and Prepaid water/electricity brochures	Improved customer relations
Improved customer relations	Customer and Stakeholder Relations Improvement:	Review strategy and relations improvement program in respect of financial matters	100%	% of target achieved	100%	Meetings held with organized farmers and ratepayers associations	Improved customer relations
Compilation of Risk Based Audit Plan	Electricity credit control	Reconnect electricity meters according to list from Finance.	100%	% of target achieved	100%	as per list on a monthly basis.	Compilation of Risk Based Audit Plan
Compilation of Risk Based Audit Plan	Electricity credit control	Disconnect electricity meters according to list from Finance.	100%	% of target achieved	100%	as per list on a monthly basis.	Compilation of Risk Based Audit Plan
<b>Expenditure</b>							
Financial Management	Inventory Items-Financial Services	% of project completed	100%	% completed	45%	All Departments' Inventory Items were budgeted under Finance and all acquisitions of Inventory items were concluded. The unspent amount is in respect of savings	The unspent amount is in respect of savings
Financial Management	Monthly Rates Reconciliations	In terms of section 65 2 (j) of the MFMA "that all financial accounts of the municipality are closed at the end of each month and reconciled with its records"	12	target achieved	100%	Reconciliations done on a monthly basis.	Financial Management
Financial Management	Monthly Salary Reconciliations	In terms of section 65 2 (j) of the MFMA "that all financial accounts of the municipality are closed at the end of each month and reconciled with its records"	12	target achieved	100%	Reconciliations done on a monthly basis. As per Pay Day report.	Financial Management
Supply chain management	Supply chain management	Monitor procurement of goods in line BEE target / policy	100%	% Monthly compliance	100%	Stats capture on Ignite dashboard	Supply chain management
Supply chain management	Supply chain management	Bid committee support and compliance	100%	% Monthly compliance	100%	SCM attend all Bid Committee meetings	Supply chain management

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
Supply chain management	Supply chain management	Reporting of deviations with purchases from council approved SCM policy	100%	% Monthly compliance	100%	Monthly reports submitted to finance portfolio committee and quarterly to council.	Supply chain management
Financial Management	Expenditure management	Timeous submission of IRP5's	100%	% compliance	100%	submitted to SARS in May	Financial Management
Financial Management	Expenditure management	Balancing register with control accounts within 10 working days after month end	95%	% completed timeously	100%	Reconciliations done within 10 working days after month end.	Financial Management
Financial Management	Expenditure management	Reconciliations of control votes and suspense accounts completed within 10 working days after month end	100%	% reconciliation s completed	100%	Reconciliations done within 10 working days after month end.	Financial Management
Financial Management	Expenditure management	Transfers of previous months salary related deductions prior to the 7th of the current month	100%	% Compliance	100%	as per expenditure vouchers	Financial Management
Financial Management	Expenditure management	0% complaints, written from creditors re overdue payments per month	0%	% complaints received	100%	none received	Financial Management
<b>Budget</b>							
Financial Management	Promotes effective financial Planning and management and finding solutions	Develop Activity Based costing System, with the inputs from all other departments and town management	100%	% of target achieved	90%	ABC iro of Support Services already implemented in the 2010/11 Budget. ABC system is being procured in 2010/2011, Funds are available	Financial Management
Communication	Adherence to legislative requirements and keep ratepayers informed	Treasury website up to date and informative	100%	% of target achieved	100%	Updated on an ongoing basis.	Communication
Communication	Continuous support to all Directorates	Strategic advisory/ consulting role for service delivery departments.	100%	% of target achieved	100%	support provided as per requests	Communication
Communication	Ensure MFMA compliant and aligned organogram. Cost Saving and Improved Collection Rate.	Advice to all roll-players	100%	Ongoing	100%	As per organogram	Communication
Communication	Ensure MFMA compliant and aligned organogram. Cost Saving and Improved Collection Rate.	Workshop with management and council	1	09-Aug	100%	As per organogram	Communication

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
Communication	Ensure MFMA compliant and aligned organogram. Cost Saving and Improved Collection Rate.	Review Financial Viability Strategy, introducing processes and structures to facilitate and monitor progress and compliance. Facilitation and advisory role in implementation of financial viability.	100%	09-Aug	94%	Workshops held in September 2009 & January 2010	Communication
Financial Management	Response and addressing Financial Audit queries	External Audit Reports	100%	Annually	100%	Addressed as per management response in the Annual report	Financial Management
Financial Management	Financial Statements 2008/2009	Submitting of Financial Statements 2008/2009 within required timeframe	100%	09-Aug	100%	Submitted as per legislated deadline	Financial Management
Financial Management	Annual Adjustments Budgeting	Submission of adjustments budget	100%	# submitted by Dec	100%	Adjustment budget was tabled on 25 February 2010 at budget workshop as a special council meeting.	Financial Management
Financial Management	Annual Budgeting	Monthly reviews as per section 71	100%	% completed monthly	100%	Section 71 National Treasury Returns completed and submitted before monthly deadlines.	Financial Management
Financial Management	Annual Budgeting	Mid year budget assessment	100%	% completed	100%	Mid year assessment report were completed for the financial year 2009/2010 for the period July 2009 to December 2010. It was tabled to council on the 27th January 2010.	Financial Management
Financial Management	Annual Budgeting	Submission of final budget	1	# submitted by May	100%	Council Meeting 25/05/2010. Item C41/2010 & C42/2010.	Financial Management
Financial Management	Annual Budgeting	Budget aligned with IDP outputs	100%	% Alignment	100%	Budget Item: Agenda C42/2010.	Financial Management
Financial Management	Annual Budgeting	Public participation of budget	100%	% Completed	100%	Public Participation held from the 6 - 26 April 2010 where the draft budget was presented to the public for comments.	Financial Management

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
Financial Management	Annual Budgeting	Drafting of annual budget	1	# submitted by Mar	100%	Annual draft budget for 2010/2011 was tabled at council meeting on the 25th of March 2010.(Item number C16/2010)	Financial Management
Financial Management	Annual Budgeting	Input from Dept's for drafting of Budget	100%	% participation	100%	Baseline for budgeting for 2010/2011 was sent out at the beginning of November 2009 and the deadline for draft budget information to be submitted was 27 November 2009. All departments information was received. Two workshops were held.	Financial Management
Financial Management	Annual Budgeting	Input of Budget process plan into IDP process plan	1	# submitted by Aug	100%	Adopted by council 25 June 2009 Reference:SC 40/2009	Financial Management
Financial Management	Annual Asset Count	Annual Asset count reconciled and reported to Municipal Manager	1	target achieved	100%	Asset count has been done, final reconciliation will be done with conclusion of trade payables.	Financial Management
Financial Management	Asset Register	Asset Register Balanced and reconciled to Financial Statements	1	target achieved	100%	The Fixed Asset Register was maintained and reconciled to the Financial Statements	
Financial Management	Asset management	Maintain of asset register Asset Management: Compile and update Grap-compliant Asset Register as per implementation project plan	100%	% of target achieved	100%	Asset register maintained on a monthly basis	Financial Management
Financial Management	Relevance and compliance with legislation.	Updating financial management Dash Boards and Reporting structures and formats.	100%	% of target achieved	100%	dashboards updated monthly on Ignite system	Financial Management
Financial Management	Financial policies	Monitor implementation	100%	Ongoing	100%	SOP's	Financial Management
Communication	Financial policies	Communicate and workshop reviewed policies	100%	% of target achieved	100%	Amendments to policies was workshopped with Town Mangers, Debtor Clerk and Cashiers on	Communication

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
						07/07/2010	
Financial Management	Financial policies	Review all budget related policies	100%	% of target achieved	100%	Policies was review and amendments tabled with the draft budget on 25 March 2010.	Financial Management
Financial Management	Implementation of and corporate monitoring of Financial Management Strategies and Policies	Implementation of and corporate monitoring of Financial Management Strategies and Policies as per implementation project plan.	100%	% of target achieved	100%	Evaluation of Town Offices	Financial Management
Financial Viability	Infrastructure backlog strategy	Develop draft long term financial strategy/framework for infrastructure backlog.	100%	% of target achieved	85%	Methodology in place, however credible stats not available	Financial Viability
Communication	Financial Management workshops for Town Managers, Ward Committees to support all financial matters	General workshop for all snr managers and town managers	1	Annually	100%	Done. Budget workshop were held and last workshop for Finance Revenue and Towns (incl. Town Managers) held 7/7/2010	Communication
Communication	Financial Management workshops for Town Managers, Ward Committees to support all financial matters	Workshop for all financial practitioners	1	Annually	100%	Due to recess could not be done + Aug 2010	Communication
Communication	Financial Management workshops for Town Managers, Ward Committees to support all financial matters	Workshop for all councilors and town managers	1	Annually	100%	A budget workshop was held on the 25th of February 2010 for councilors, directors and town managers to give input on the draft budget for 2010/2011.	Communication
Communication	Financial Management workshops for Town Managers, Ward Committees to support all financial matters	Workshop for all directorates	1	Annually	100%	A budget workshop was held on the 25th of February 2010 for councilors, directors and town managers to give input on the draft budget for 2010/2011.	Communication
Communication	Financial Management workshops for Town Managers, Ward Committees to support all financial matters	Workshop for all wards	1	Annually	100%	Handled through budget hearings per ward and stakeholders	Communication

**Table 93: KPI Performance: Finance**

# Theewaterskloof Local Municipality Annual Report 2009/10

## D) DEVELOPMENT

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
Head of Development							
Administration	Reporting on meetings and workshops	Report monthly to MM on meetings, workshops and conferences attended	12 reports	Monthly	100%	Relevant information and best practices shared	Administration
financial Management	Revenue and expenditure control	Effective revenue and expenditure control	12 reports	Monthly	100%	Monitoring of income and expenditure is done on a monthly basis. Expenditure in line with the planning in the Directorate.	financial Management
Facilitate the compilation of the Annual Skills Development Plan	Skills Development	# of targeted individuals trained	100%	Monthly	100%	Input was given into the skills plan. Various staff members have been on training	Facilitate the compilation of the Annual Skills Development Plan
Zero tolerance regarding law enforcement, squatter control, Building control and Traffic	Legal Input	Provide input into by-law revision	100%	Continuous	100%	Legal advice on By-Laws and Town Planning Matters are done as part of the normal working relationship between the sections and Town Offices. Inputs were provided on request	Zero tolerance regarding law enforcement, squatter control, Building control and Traffic
Administration	Implementation of Council resolutions	Items implemented within required timeframe	100%	% delivered within required timeframe	100%	All resolutions implemented	Administration
Administration	Liaison with Leadership	Meetings with management team per month	24	Weekly	100%	Representation at all management meetings was made	Administration
Administration	Management of audit queries	% of audit queries completed within 30 days	100%	% of target achieved	100%	All audit queries were responded on within the given timeframe.	Administration
Employment equity	Achievement of employment equity targets	% of employment equity targets of positions filled achieved	100%	% of target achieved	100%	No set targets. 3 appointments made. All fall within the equity targets	Employment equity
Administration	Assignments from municipal manager	Reasonable assignment implemented within required timeframes	100%	% of assignments addressed	100%	All assignments completed as per request. Weekly report back to Mayor, portfolio chair and MM on Housing and Property projects	Administration

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
Supply Chain Management	Ensure proper procurement practices	No of successful appeals against municipality on the awarding of tenders.	0%	% of successful appeals	100%	no appeals	Supply Chain Management
Annual reporting	Submission of Annual Report information	Departmental Report submitted by 31 November	1	09-Nov	100%	information submitted as per required timeframe	Annual reporting
Administration	Implementation of Internal audit reports	% of internal audit queries rectified within 6 months	80%	% rectified	100%	All internal audit queries responded to within a given timeframe	Administration
Performance Management	SDBIP reporting to council	Timeous reporting to MM before due dates	100%	% completed by due dates	100%	Quarterly reports submitted to portfolio committee on time	Performance Management
<b>Housing</b>							
Creating sustainable communities	Site Siviva Housing Project-Caledon	% completed	100%	% completed	0%	New site designs finalized. Community participation in progress.	Creating sustainable communities
Creating sustainable communities	Rooidakke Housing Project-Grabouw	% completed	100%	% completed	100%	Project excelling. 91 Houses completed and handed over to beneficiaries. 31 houses to be completed by end January 2010.	Creating sustainable communities
Creating sustainable communities	Pineview Housing Project-Grabouw	% completed	100%	% completed	100%	24 houses completed and handed over	Creating sustainable communities
Creating sustainable communities	Housing Project-Botrivier	% completed	100%	% completed	0%	Not started, planning to create an "alternative building methods town". Plan still has to be approved and amended.	Creating sustainable communities
Creating sustainable communities	Housing Project-Villiersdorp	% completed	100%	% completed	0%	Delays in obtaining decisions from Management on appointment of contractor.	Creating sustainable communities
Nuweberg Township Establishment	Funding Proposals for infrastructure requirements.	Compile and submit funding proposals for infrastructure needs.	100%	% of target achieved	5%	Consultation with Public works held. A temporary agreement reached. Busy consulting community.	Nuweberg Township Establishment

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
Libanon Township Establishment	Funding Proposals for infrastructure requirements.	Compile and submit funding proposals for infrastructure needs.	100%	% of target achieved	10%	Report based on decisions reached with Dept Public Works was drafted to Council and was adopted.	Libanon Township Establishment
Normalization process	Normalization process	Audit on existing occupants. Allocate beneficiaries correctly to houses.	100%	% of target achieved	100%	Lists drawn up by the Housing Officials of the Towns and the different Housing Committees are checked against the criteria set in terms of allocation. All new applications (beneficiaries) are checked against the electronic system (HSS online) of Province, before submission is made for beneficiaries.	Normalization process
2010/2011 project Planning	Project plans as per IDP with financials	Compile and complete project plans for 2010/2011 financial as per IDP and Budget before end June 2010.	100%	% of target achieved	100%	5 year plan drafted.	2010/2011 project Planning
Policy development	Legal Compliance	Comply in terms of SCM procedures, quality control and contract management	100%	% of target achieved	100%	comply on an ongoing basis	Policy development
Policy development	Policy on house shops	Submitting of house shops policy to council for adoption.	100%	% of target achieved	95%	Included in the Single Residential Land Use Policy adopted by Council. Application Forms was also designed as part of the policy. Town Planning concluded this item.	Policy development
Policy development	Policy on back yarders	Submitting of back yarder's policy to council for adoption.	100%	% of target achieved	100%	Back Yard Policy addressed in the Housing allocation & Management of Informal Settlement Policy which was drafted and adopted by TWK Council	Policy development

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
Policy development	Policy on informal settlements	Submitting of Informal Settlement policy to council for adoption.	100%	% of target achieved	100%	Adopted. SR32/2009	Policy development
Policy development	Submitting of Informal Settlement policy to council for adoption.	Approval of Policy by Council.	100%	% of target achieved	100%	Adopted. SR32/2009	Policy development
Waiting lists	Standardize / improve housing waiting list per Town	Implementation and maintaining of centralized housing list database	100%	% of target achieved	100%	Implemented in new collaborator system	Waiting lists
Waiting lists	Standardize / improve housing waiting list per Town	Development of centralized housing list database	100%	% of target achieved	100%	Implemented in new collaborator system	Waiting lists
Effective service delivery	Dennekruin Town Establishment	% of project completed	100%	% of project completed	100%	Town Establishment completed. 34 houses constructed. Awaiting EIA for remaining of development to take place.	Effective service delivery
Property Management							
Development	Convenience Centre-Botrivier	% completed	100%	% completed	0%	Objections received against the proposed development.	Development
2010/2011 project Planning	Project plans as per IDP with financials	Compile and complete project plans for 2010/2011 financial as per IDP and Budget before end June 2010.	100%	% of target achieved	100%	completed for budget process	2010/2011 project Planning
Land acquisition	Business Plan for Destiny Trust land acquisition.	Compile and submit business plan for the acquisition of additional land (Destiny Trust) for housing opportunities.	100%	% of target achieved	100%	Motivation letter was sent to province for acquisition of land.	Land acquisition
Increased revenue	Planning & Development of Caledon & Villiersdorp Nature Gardens	Identify exact areas. Gather information for Council Resolution and Request development proposals	100%	% of target achieved	80%	Council resolved that the Buildings in the Villiersdorp Nature Garden be restored. TWK entered into agreement with Caledon Wild Flower association to manage the Caledon Nature Garden.	Increased revenue
Increased revenue	Strategy for the development of Housing in TWK	Identify property for housing developments and create alienation/rent models	100%	% of target achieved	25%	Other projects take president	Increased revenue

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
Increased revenue	Strategy to enhance Municipal income from Property Management	Review and submit to council for approval of Strategy to enhance Municipal income from Property Management	100%	% of target achieved	0%	The strategy was only focused on the speeding up of internal processes in order to enhance municipal income. The internal processes has changed tremendously in the meantime and is a set process which cannot be altered - not even with a reviewed strategy.	Increased revenue
Increased revenue	Obtain Council Resolutions	Obtain Council resolutions re applications	60 council resolutions	number of Council resolutions obtained	40%	25 Resolutions were obtained. Processes to get resolution time consuming. Other tasks in office also require attention.	Increased revenue
Increased revenue	Statuary required updated leasing register for 8 towns	Updating and maintaining of lease register on a monthly basis	100% per month	% of target achieved	100%	lease register captured on Ignite	Increased revenue
Increased revenue	Increased revenue/Provide GAP housing for community	Sale of 54 erven Bergsig Caledon (108 erven)	100%	% of target achieved	0%	Agreement with Developer cancelled due to lack of performance.	Increased revenue
Increased revenue	Increase property sales	Sale of Residential Erven 11 & 61 Myddleton	100%	% of target achieved	0%	Was put on auction, offers received were to low.	Increased revenue
Increased revenue	Increase property sales	Sale of Industrial Erf 2835 Caledon	100%	% of target achieved	0%	Was put on auction, offers received were to low.	Increased revenue
Increased revenue	Increase property sales	Sale of Bego Street RSE 7 erven ( Total 22 erven)	100%	% of target achieved	10%	Subdivision of plots not finalised in order to sell.	Increased revenue
Increased revenue	Increase property sales	Sale of Industrial erven RSE 4 erven (Total 14 erven)	100%	% of target achieved	100%	6 erven sold.	Increased revenue
Increased revenue	Increase property sales	Sale of Victoria Hall Property	100%	% of target achieved	0%	Still awaiting consent from	Increased revenue

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
						province.	
Increased revenue	Increase property sales	Sale of 6 erven 1167-1172 RSE	100%	% of target achieved	100%	6 erven sold.	Increased revenue
Increased revenue	Increase property sales	Sale of Ex 12 Caledon Phase 2	100%	% of target achieved	0%	still awaiting ROD from Province	Increased revenue
Increased revenue	Increase property sales	Sale of Ex 12 Caledon Phase 1	100%	% of target achieved	0%	still awaiting ROD from Province	Increased revenue
<b>Integrated Development Planning</b>							
Community awareness initiatives	Community Awareness initiatives (HIV/IDS, Crime and Environment) and Substance Abuse.	Project Plans	4 project plans submitted	# of project plans submitted	100%	Following plans submitted and projects implemented: Teenage Mother ID and Social Grant Campaign, Santa Crèche Caledon, Rooidakke Multipurpose centre, Adopt a public open space, Food Gardens.	Community awareness initiatives
Community awareness initiatives	Community Awareness initiatives (HIV/IDS, Crime and Environment) and Substance Abuse.	Number of funding proposals compiled and submitted to sector departments and council.	4 funding proposals	# of proposal submitted	100%	Following plans submitted and projects implemented: Teenage Mother ID and Social Grant Campaign, Santa Crèche Caledon, Rooidakke Multipurpose centre, Adopt a public open space, Food Gardens. EIA study of Shaws Pass as possible Drug rehab or Back Packers venue	Community awareness initiatives
2010/2011 project Planning	Project plans as per IDP with financials	Compile and complete project plans for 2010/2011 financial as per IDP and Budget before end June 2010.	100%	% of target achieved	100%	Plans submitted for budget process	2010/2011 project Planning
SDBIP	Quarterly SDBIP report back.	Report back on SDBIP Quarterly to Ward Committees,	100%	% of target achieved	100%	SDBIP reported to Portfolio committee and PAC on a quarterly basis.	SDBIP

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
SDBIP	2009/10 SDBIP	Council approves SDBIP within 28 days of council's approval of budget and IDP.	100%	% of target achieved	100%	SDBIP for the 2009/2010 financial year approved by Mayor on 23/06/2010.	SDBIP
SDBIP	2010/11 SDBIP	Coordinate the drafting of the Municipal SDBIP.	100%	% of target achieved	100%	SDBIP for the 2009/2010 financial year approved by Mayor on 23/06/2010.	SDBIP
Integrated development Planning	Reviewed IDP	Annual IDP review in accordance with section 34a of the MSA no 32 of 2000.	100%	% of target achieved	100%	2010/2011 Top structure and Departmental SDBIP approved by Mayor on 08th of the June and 23 June 2010 respectively	Integrated development Planning
Integrated development Planning	Adopted 2010/11 IDP and Budget Process Plan	Implementation of Budget Process Plan	100%	% of target achieved	100%	2010/2011 IDP adopted on 25th May 2010. Reference C 42/2010.	Integrated development Planning
Integrated development Planning	Adopted 2010/11 IDP and Budget Process Plan by July 2009	Compile process plan as per input from Town Managers and departments.	100%	% of target achieved	100%	Process Plan implemented as per deadlines set.	Integrated development Planning
Annual reporting	2008/09 Annual report	Adopted 2008/09 Oversight report in terms of s 129 of MFMA	100%	% of target achieved	100%	2008/2009 Oversight Report adopted together with Annual Report on 25 March 2010. Reference C15/2010.	Annual reporting
Annual reporting	2008/09 Annual report	Report processed in accordance with the requirements of s 127 of the MFMA.	100%	% of target achieved	100%	2008/2009 Annual Report Table at council on 27/01/2009. Reference C06/2010. Final Approval 25 March 2010. Reference C15/2010.	Annual reporting
Performance Management	Strategic Management framework and an Integrated Performance Management framework and System.	Ensure effective implementation of PMS in Municipality	100%	% of target achieved	100%	Implemented an electronic PM System (Ignite). Based on departmental Performance and not individual performance. Quarterly PMS reports submitted to Performance Audit committee. Dashboards developed to provide service	Performance Management

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
						delivery statistics.	
<b>Sport Development</b>							
Sports Forums	Sport ground Grabouw	% of project completed	100%	% of project completed	5%	Tender advertised. Logistic difficulties ito tender specifications and bill of quantities	Sports Forums
Sports Forums	Sport ground Caledon	% of project completed	100%	% of project completed	50%	Lack of commitment from Rugby club to accommodate other sports codes eg Pool and darts.	Sports Forums
Sports Forums	Sport ground Villiersdorp	% of project completed	100%	% of project completed	100%	Top up soil for surface of rugby field.	Sports Forums
2010/2011 project Planning	Project plans as per IDP with financials	Compile and complete project plans for 2010/2011 financial as per IDP and Budget before end June 2010.	100%	% of target achieved	100%	completed for budget process	2010/2011 project Planning
Sports Forums	Applying and obtaining of sponsorships for event	Percentage of money for sport events spend	100%	% of target achieved	64%	Following projects implemented: Botrivier education foundation, Greyton mountain biking, Toyota Rally, medals sponsored for workers day initiative in Grabouw.	Sports Forums
Sports Forums	Arranging of community sporting event	Successful sports event in partnerships with other Government Spheres and Private Institutions / Companies	100%	% of target achieved	100%	Following projects implemented: Botrivier education foundation, Greyton mountain biking, Toyota Rally, medals sponsored for workers day initiative in Grabouw.	Sports Forums

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
Corporate sport policy	Development and implementation of Corporate sports Policy	Implementation of corporate sport policy	100%	% of target achieved	0%	Workshop held, Policy drafted, still needs to follow the process of adoption.	Corporate sport policy
Corporate sport policy	Development and implementation of Corporate sports Policy	Development of corporate sport policy	100%	% of target achieved	40%	Workshop held, Policy drafted. Still needs to follow the process of adoption.	Corporate sport policy
Sports Forums	Functioning of sport forums	Quarterly meeting of all established sport forums	100%	% of target achieved	90%	The following establish sport forums meet on a quarterly basis: Caledon, Botrivier, RSE. Genadendal re-established In June 2010. Villiersdorp and Greyton meets adhocly	Sports Forums
Sports Forums	Establishment of remaining Sports Forums	Facilitate the establishment of sport forums in all towns.	100%	% of target achieved	90%	The following sports forums established: Villiersdorp, Caledon, Botrivier, RSE, Greyton, Genadendal (Re-established). Grabouw still outstanding.	Sports Forums
World cup soccer 2010	Soccer 2010 initiative	Identification of opportunities for the TWK area.	100%	% of target achieved	100%	FANJOL implemented in Caledon. 4 local Stalls was used. Local taxi association used to transport communities from towns to Caledon. Local security used for people safety. Food parcels bought from local caterers for the youth who attended PVA in Bredasdorp for the youth day initiative.	World cup soccer 2010
Local Economic Development							

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
2010/2011 project Planning	Project plans as per IDP with financials	Compile and complete project plans for 2010/2011 financial as per IDP and Budget before end June 2010.	100%	% of target achieved	100%	completed for budget process	2010/2011 project Planning
SMME development	Networking Events	Coordination and facilitation of 2 networking events per annum	2 events	# of target achieved	100%	following events held: SMME workshop held in Villiersdorp in partnership with Red Door, Tourism Business Awareness workshop was held in Caledon, V/dorp and Greyton, Grabouw, Cape Town Craft and Design Institute offered training to local Crafters, 2 niche marketing workshops	SMME development
SMME development	SMME Directory	Collection and compilation of information per Town annually.	100%	% of target achieved	0%	Allocated budget no sufficient to complete project. Partnership with District for additional funding did not materialized despite verbal commitment between the two municipalities	SMME development
Economic Sectors and baseline information	Information management and dissemination	2 reviews per annum	2 reviews	# of target achieved	100%	Sustainability sector study commissioned. Local SMME sector study conducted, report presented to PSC on the 26th May. Backward and Forward linkage study commissioned. Questionnaire developed and participating stakeholders identified.	Economic Sectors and baseline information
Tourism Marketing Strategy	Development of Tourism Marketing Strategy	Final document submitted for adoption by council.	100%	% of target achieved	100%	Tourism strategy adopted by council. Reference: SC30/2010.	Tourism Marketing Strategy

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
						Marketing strategy completed and adopted by Project steering committees represented by DBSA, TWK and the Private sector. Marketing Strategy adopted 26 May 2010.	
Tourism Marketing Strategy	Development of Tourism Marketing Strategy	Development of strategy	100%	% of target achieved	100%	TOR advertised, consultant appointed, stakeholder workshops conducted and strategy drafted.	Tourism Marketing Strategy
Tourism Marketing Strategy	Review of support for tourism bureaus	Review of support for tourism bureaus	Once a year	% of target achieved	100%	Verification of budgets, financial data, membership status, constitution and marketing efforts conducted. Financial support from TWK was based on the outcome.	Tourism Marketing Strategy
Led strategy	Implementation of overall LED strategy	Facilitation of implementation	100%	Ongoing	100%	Ongoing.	Led strategy
Led strategy	Overarching LED Strategy for TWK	Adoption by council	100%	% of target achieved	100%	Adopted by Council. 30 September 2009 Reference C29/2009	Led strategy
Identification of developmental opportunities	Unlocking Developmental Opportunities	Develop 3 Project Plans	3 project plans	% of target achieved	100%	Following projects have been developing to increase private/public engagement in the tourism sector: 1. Promotion of local products focusing on food and wine. 2. Development of MTB route: Heaven and Earth. 3. Community Desk aimed at employment and training opportunities in Grabouw.	Identification of developmental opportunities

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
Unlocking Developmental Opportunities	2030 growth strategy	2030 growth strategy (municipal financial viability strategy, led strategy infrastructure master plan, SDF)	100%	% of target achieved	50%	Data collected, Regional Economic Model completed, Workshops with Management held, Appointed consultant to conduct economic projections. Population data for informal settlements completed. Delayed Management decision to continue with project	Unlocking Developmental Opportunities
Unlocking Developmental Opportunities	Facilitating the DBSA, LED fund regarding Catalytic projects.	Railway station pre feasibility	100%	% of target achieved	100%	Advertised. Consultant appointed. Pre feasibility study completed and presented to council.	Unlocking Developmental Opportunities
Unlocking Developmental Opportunities	Facilitating the DBSA, LED fund regarding Catalytic projects.	Brand and marketing plan for mun	100%	% of target achieved	100%	Completed. Developed logo for the TWK area. Developed marketing plan for 2 niche markets (Self Drive, Sports and Adventure).	Unlocking Developmental Opportunities
Unlocking Developmental Opportunities	Facilitating the DBSA, LED fund regarding Catalytic projects.	LED model	100%	% of target achieved	90%	Regional Economic Model completed. delay in appointment of consultant due to SCM procedures	Unlocking Developmental Opportunities
<b>Town Planning</b>							
2010/2011 project Planning	Project plans as per IDP with financials	Compile and complete project plans for 2010/2011 financial as per IDP and Budget before end June 2010.	100%	% of target achieved	100%	completed for budget process	2010/2011 project Planning
Land use management	Processes for the use applications processed	70% of land use applications processed within 120 days	70%	% of target achieved	100%	All applications received are captured on the Land use application database in Ignite and on Papyrus	Land use management

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
Land use management	Processes for the use applications processed	90% of land use applications processed within 120 days	90%	% of target achieved	100%	All applications received are captured on the Land use application database in Ignite and on Papyrus	Land use management
Land use management	Zoning certificates issued	95% of zoning certificates issued within 5 working days	100%	% of target achieved	100%	Issued according to requests.	Land use management
Land use management	Approval of building plans	90% of building plans approved/processed within 30 days	90%	% of target achieved	100%	All buildings plans were approved within the time frame. The register is kept up to date every month for perusal and use by Finance and Valuation.	Land use management
Land use management	Policies; B&B, Open Space 1, 2 & 3 usages, Advertisement. Subdivision and Densification.	Training of staff and Town Managers.	100%	% of target achieved	0%	due to the Western Cape Scheme regulations not being finalised, TWK Scheme regulations could not be finalised therefore the policies were put on hold.	Land use management
Land use management	Policies; B&B, Open Space 1, 2 & 3 usages, Advertisement. Subdivision and Densification.	Adoption by council.	100%	% of target achieved	0%	due to the Western Cape Scheme regulations not being finalised, TWK Scheme regulations could not be finalised therefore the policies were put on hold.	Land use management
Land use management	Policies; B&B, Open Space 1, 2 & 3 usages, Advertisement. Subdivision and Densification.	Drafting of Policies.	100%	% of target achieved	10%	due to the Western Cape Scheme regulations not being finalised, TWK Scheme regulations could not be finalised therefore the policies were put on hold.	Land use management
Land use management	Updated GIS shapefiles for TWK for producing of maps	Updating all shapes as the status change (Zoning, Erf numbers, etc.)	100%	% of target achieved	100%	Cadastral updated monthly. New low cost housing	Land use management

# Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
						cadastral in Grabouw (Rooidakke, Iran & Irak) also updated.	
Land use management	System (database) to allocate street numbers (House numbers)	Update the database for new developments and subdivisions	100%	% of target achieved	100%	Ongoing as per registered subdivisions and new property zonings. Captured on Papyrus	Land use management
Land use management	System (database) to allocate street numbers (House numbers)	GIS Section must ensure street numbers and names for all erven in TWK.	100%	% of target achieved	100%	A database (excel spreadsheet) of all street numbers (which has been extracted from abacus) is available and is being updated as the requests come in.	Land use management
Land use management	Updated papyrus system:	Continuous updating of all consolidations, subdivisions and rezoning to update papyrus	100%	% of target achieved	100%	capturing done on a daily basis	Land use management
Land use management	Riviersonderend Housing Development	council resolution	100%	% of target achieved	100%	Approved. SR05/2008	Land use management
Land use management	Riviersonderend Housing Development	Evaluate application.	100%	% of target achieved	100%	Approved.	Land use management
Land use management	Portion of erven 563 and erven 2081 and 2082 (Gypsy Queen)	assess application for rezoning and submit to council	100%	% of target achieved	90%	Application drafted. Still awaiting outstanding information regarding the NEMA processes from the applicant.	Land use management
Land use management	Riviersonderend Dumping Site	Report to council.	100%	% of target achieved	60%	An application is compiled for submission. Lack of Manpower. Assistant resigned.	Land use management
Land use management	Riviersonderend Dumping Site	Prepare rezoning and subdivision application in-house.	100%	% of target achieved	50%	An application is compiled for submission. Lack of Manpower. Assistant resigned.	Land use management

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
Land use management	Hamstraat Erven & Caravan Park	Rezoning and subdivision if required in-house.	100%	% of target achieved	50%	Rezoning and subdivision for Ham Street completed. EIA must still be done before rezoning and subdivision can take place for Caravan Park. EIA process to be undertaken	Land use management
Land use management	Hamstraat Erven & Caravan Park	Adoption by council of the report. 3. Rezoning and subdivision if required in-house.	100%	% of target achieved	50%	See above	Land use management
Land use management	Hamstraat Erven & Caravan Park	Investigation and finalization of development opportunities for Hamstraat and Caravan Park jointly or separately.	100%	% of target achieved	50%	See above	Land use management
Land use management	Extension 12 Caledon	Deal with application and report to council once all legal requirements to land use planning actions have been taken.	100%	% of target achieved	90%	ROD approved. EIA not been approved by Province	Land use management
Growth Development Model.	Growth Development Model for all towns.	Implementation of project Plan	100%	% of target achieved	75%	Project 75% completed by consultant. forms part of the finalisation of the SDF	Growth Development Model.
Zoning Scheme	TWK Dam: Separate Structure Plan to be compiled for the TWK Dam	Gap analysis of current SDF	100%	% of target achieved	20%	Previous Gap analyze was provided to Province. Meeting will be scheduled again for Provincial input, because no money will be provided to Municipalities to conduct the studies, Province will do the studies themselves.	Zoning Scheme
Spatial Development Framework	Revised SDF and formulation of Sectoral Plans (Development Plans)	Present and Advise draft proposal	100%	% of target achieved	60%	Following sectoral plans completed but not advertised:	Spatial Development Framework

# Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
						Greyton, Grabouw, RSE.. Insufficient budge Project 75% completed by consultant for completion of project.	
Spatial Development Framework	Revised SDF and formulation of Sectoral Plans (Development Plans)	SDF Strategy and proposal.	100%	% of target achieved	80%	The sectoral plans are part of the Revised SDF and are called area based planning units. All planning was done in terms of these planning units and can only be refined once the SDF is approved.. The Provincial Government approved the PSDF as a Structure plan while the SDF is under revision. All new policies in terms of PSDF needed to work in to be in line with PSDF.	Spatial Development Framework
Spatial Development Framework	Revised SDF and formulation of Sectoral Plans (Development Plans)	Strategic revision of existing development perspective.	100%	% of target achieved	80%	This forms part of the above and could not have been concluded before the SDF was approved. Part of the outcomes of the approved SDF.	Spatial Development Framework
Zoning Scheme	Zoning Scheme for TWK	Training of corporate and town Managers on new scheme regulations	100%	% of target achieved	100%	Training session was held with Town Managers early in November. A manual was compiled and handed out to Town Managers.	Zoning Scheme
Zoning Scheme	Zoning Scheme for TWK	Finalised zoning Scheme for TWK	100%	% of target achieved	80%	Council did adopted the Integrated Zoning Scheme for TWK. Provincial authorization is	Zoning Scheme

# Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
						required. Provincial Department has not approved of the proposed and adopted scheme regulations.	
<b>Traffic and Law Enforcement</b>							
2010/2011 project Planning	Project plans as per IDP with financials	Compile and complete project plans for 2010/2011 financial as per IDP and Budget before end June 2010.	100%	% of target achieved	100%	completed for budget process	2010/2011 project Planning
Effective Traffic Services	Speed Law enforcement ( 4 towns - caledon, grabouw, villiers dorp)	Six locations covered with speed Law enforcement per month	72	# locations	80%	road works in certain areas hampered delivery during months July to October	Effective Traffic Services
Effective service delivery	Effective IGR	Attend Western Cape road traffic management co-ordination committee	100%	Quarterly	75%	Attended 2 of the 3 scheduled meetings. Minutes available. Fifa world cup hampered fourth quarter meeting. Rescheduled.	Effective service delivery
Effective service delivery	Effective IGR	Meeting with motor registration working group - provincial	100%	Quarterly	85%	Attended 3 of the 4 scheduled meetings. Minutes available. Fifa world cup hampered forth quarter meeting. Rescheduled.	Effective service delivery
Effective service delivery	Community Policing forums	Monitoring of Compulsory attendance and provide input in CPF meetings	100%	% of meetings attended	90%	CPF meetings are attended by Town Superintendants. no representation in Villiersdorp due to suspension of staff	Effective service delivery
Effective service delivery	Audits as per National Road Traffic Act.	Oversee remedial actions as per guidelines.	100%	% of target achieved	75%	Remedial actions are continuously addressed as per outcomes of Audits. Reports submitted to Province within	Effective service delivery

# Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
						30 working days. Targets not met due to suspension of staff. No audits took place in February and March due to sorting out of Prodiba payments.	
Effective service delivery	Audits as per National Road Traffic Act.	Audits of driving license testing centers as per National Road Traffic Act.	48 audits	1 audit per month per town	70%	36 Audits completed for the year. Reports submitted to Province within 30 working days. No audits took place in February and March due to sorting out of Prodiba payments. No meeting in december due to early closing of office.	Effective service delivery
Effective Equipment	coordinating an monitoring of the Procurement of Traffic Equipment/ protective clothing in the various towns	Determine what Hardware and soft ware is requirement and procure in terms of SCM policy.	100%	% of target achieved	90%	<p>Traffic vote - 10/10/40/10/6520</p> <p>Budget = R90 000</p> <p>Expenditure = R82 840.24 = 92%</p> <p>Law Enforcement vote - 10/10/40/12/6520</p> <p>Budget = R28 500</p> <p>Expenditure = R24 503.17 = 86%</p>	Effective Equipment
Law enforcement	High visibility	Co-ordination of National and Provincial law enforcement projects	100%	% of target achieved	100%	Integrated operational plan compiled and implemented.	Law enforcement

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
Law enforcement	Traffic Law enforcement	Facilitate process in Towns i.t.o determining prescripts on issuing of summons and other law enforcement activities.	100%	% of target achieved	100%	SOP's compiled and implemented	Law enforcement
Improved compliance	Improved compliance of Licensing offices	Audit inspections at all the towns on a quarterly basis.	100%	% of target achieved	100%	Target changed to biannual Audits. Based on the Town of the year competition.	Improved compliance
Special projects	Pedestrian Safety Schools	Facilitate the process at Town Offices i.t.o educating primary school learners in road safety.	100%	Ongoing	100%	Road Safety talks held in Caledon and Grabouw.	Special projects
Special projects	School children education, Learner licenses	Facilitate process at Town Offices.	100%	Ongoing	100%	Special Learner classes has been allocated to School Children of Overberg Secondary, Villiersdorp and RSE to obtain their Learners' Licenses.	Special projects
Special projects	Planning and implementation of special projects	Quarterly Planning involving Town Managers and Staff	100%	% of target achieved	100%	Integrated operational plan compiled and implemented.	Special projects
Special projects	Planning and implementation of special projects	Coordination between Provincial, Local and SAPS on a quarterly planning basis.	100%	% of target achieved	100%	Integrated operational plan compiled and implemented.	Special projects
Revised policies and by-laws	Revisiting of Bylaws	Review and update of existing policies on traffic	100%	% of target achieved	100%	Hawker policy compiles in collaboration with LED and is implemented in Villiersdorp. Training provided to law enforcement officers on certain By-laws.	Revised policies and by-laws
Creating sustainable communities	Submission of consolidated progress reports to Steering committee on monthly basis	Arrange monthly meetings and keeping steering committee informed	12	Monthly meetings	100%	Monthly meetings are held with project steering committee.	Creating sustainable communities

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
Creating sustainable communities	Guiding and supporting individual project managers to implement sustainable projects.	Ensuring that identified projects are implemented as per agreed scope, time, budget and quality.	100%	% of target achieved	100%	Project is being implement as per project schedule.	Creating sustainable communities

**Table 94: KPI Performance: Development**

### E) OPERATIONS

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
Administration	Reporting on meetings and workshops	Report monthly to MM on meetings, workshops and conferences attended	12 reports	Monthly	100%	reports submitted where applicable	Administration
financial Management	Revenue and expenditure control	Effective revenue and expenditure control	12 reports	Monthly	100%	Town offices finances are monitored on a monthly basis	financial Management
Facilitate the compilation of the Annual Skills Development Plan	Skills Development	# of targeted individuals trained	100%	Monthly	100%	Input was given into the skills plan. Various staff members have been on training from the respective Town offices	Facilitate the compilation of the Annual Skills Development Plan
Zero tolerance regarding law enforcement, squatter control, Building control and Traffic	Legal Input	Provide input into by-law revision	100%	Continuous	100%	Input is given as per normal administrative process with respect to items.	Zero tolerance regarding law enforcement, squatter control, Building control and Traffic
Administration	Implementation of Council resolutions	Items implemented within required timeframe	100%	% delivered within required timeframe	100%	council resolutions implemented within the required timeframes	Administration
Administration	Liaison with Leadership	Meetings with management team per month	24	Weekly	100%	Representation is made at all management meetings.	Administration
Administration	Management of audit queries	% of audit queries completed within 30 days	100%	% of target achieved	100%	Audit queries received are responded to within the given timeframes	Administration
Employment equity	Achievement of employment equity targets	% of employment equity targets of positions filled achieved	100%	% of target achieved	100%	No employment equity targets set for the municipality. All appointments made were within the equity guidelines.	Employment equity

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
Administration	Assignments from municipal manager	Reasonable assignment implemented within required timeframes	100%	% of assignments addressed	100%	The following assignments were implemented within the allocated timeframe: SLA, Town of the Year and 5 year strategic plan	Administration
supply chain Management	Ensure proper procurement practices	No of successful appeals against municipality on the awarding of tenders.	0%	% of successful appeals	100%	No successful appeals. SCM procedures followed	supply chain Management
Annual Reporting	Submission of Annual Report information	Departmental Report submitted by 31 November	1	09-Nov	100%	Timeframe met	Annual Reporting
Administration	Implementation of Internal audit reports	% of internal audit queries rectified within 6 months	80%	% rectified	100%	All internal audit queries responded to within the given timeframe	Administration
Performance Reporting	SDBIP reporting to council	Timeous reporting to MM before due dates	100%	% completed by due dates	100%	SLA reports are submitted to the Portfolio committee on a quarterly basis. Performance of Towns is based on the SLA and Town of the Year criteria and not the SDBIP.	Performance Reporting

**Table 95: KPI Performance: Operations**

### F) TECHNICAL SERVICES

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
Head of Technical Services							
Land use management	Civil designer package implemented	Purchasing of software and training	100%	% of target achieved	100%	Training completed. PC purchased and installed to be used for Computer Aided Design.	Land use management
Administration	Reporting on meetings and workshops	Report monthly to MM on meetings, workshops and conferences attended	12 reports	Monthly	100%	following reports submitted: IMESA Conference & Water Indaba	Administration
financial management	Revenue and expenditure control	Effective revenue and expenditure control	12 reports	Monthly	100%	Monthly input on capital expenditure forwarded to Directorate	financial management

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
						Finance	
Enhanced infrastructure.	Sourcing of additional funding for necessary infrastructure planning and improvements	Submitting of applications of at least two application per year to DWAF, DBSA	100%	% of target achieved	100%	Apart from MIG funding the possibility of Bulk Infrastructure Grants as well as Refurbishment Grants are being investigated. Attempts to source funding from Provincial Government with regard to the Greyton / Genadendal sewer pipeline has failed	Enhanced infrastructure.
Town of the year competition	Implementation of competition	Reports on findings	100%	% of target achieved	100%	Reports on the Audit to audit committee.	Town of the year competition
Town of the year competition	Implementation of competition	Assessments	100%	% of target achieved	100%	two assessments done for the year	Town of the year competition
Town of the year competition	Implementation of competition	Provide criteria	100%	% of target achieved	100%	Criteria provided and audits done based on criteria	Town of the year competition
Facilitate the compilation of the Annual Skills Development Plan	Skills Development	# of targeted individuals trained	100%	Monthly	100%	Input was given into the skills plan. Various staff members have been on training	Facilitate the compilation of the Annual Skills Development Plan
Zero tolerance regarding law enforcement, squatter control, Building control and Traffic	Legal Input	Provide input into by-law revision	100%	Continuous	100%	Legal opinion regarding possible claims against flooding in Greyton has been obtained and reported on. Stormwater By-Laws are being updated.	Zero tolerance regarding law enforcement, squatter control, Building control and Traffic
Administration	Implementation of Council resolutions	Items implemented within required timeframe	100%	% delivered within required timeframe	100%	All resolutions are on target.	Administration
Administration	Liaison with Leadership	Meetings with management team per month	24	Weekly	100%	Representation at all management meetings was made	Administration
TBI	Management of audit queries	% of audit queries completed within 30 days	100%	% of target achieved	100%	Only 1 query was received - writing off vehicles that were damaged beyond repair and acceptable comment was returned.	TBI

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
employment equity	Achievement of employment equity targets	% of employment equity targets of positions filled achieved	100%	% of target achieved	100%	No targets have been set. Two staff members have been appointed, both from previously disadvantaged groups, one of them being female	employment equity
Administration	Assignments from municipal manager	Reasonable assignment implemented within required timeframes	100%	% of assignments addressed	100%	All assignments dealt with within the required timeframe	Administration
Supply chain Management	Ensure proper procurement practices	No of successful appeals against municipality on the awarding of tenders.	0%	% of successful appeals	100%	No successful appeals	Supply chain Management
Annual Reporting	Submission of Annual Report information	Departmental Report submitted by 31 November	1	09-Nov	100%	information submitted as per required timeframe	Annual Reporting
Alternative water supply due to abnormal conditions lasting more than 8 hours	Implementation of Internal audit reports	% of internal audit queries rectified within 6 months	80%	% rectified	100%	All enquiries actioned. No outstanding Matters	Alternative water supply due to abnormal conditions lasting more than 8 hours
performance management	SDBIP reporting to council	Timeous reporting to MM before due dates	100%	% completed by due dates	100%	Quarterly reports submitted to portfolio committee on time	performance management
<b>Project Management Unit</b>							
PMU capital projects	Water Genadendal	% of project completed	100%	% of project completed	0%	Unspent flood damage funds, rolled over from 2008/09. It must roll over to 2010/11, with the other flood damage funds in 2009/10 budget.	PMU capital projects
Maintained roads and storm water network	Upgrading of Water Network-Botrivier	% of project completed	100%	% of project completed	100%	Pipeline in 2nd & 3rd Avenue upgraded	Maintained roads and storm water network
Maintained roads and storm water network	Flood Damage water Repair - Greyton/Genadenda	% of project completed	100%	% of project completed	50%	Investigations, design, tendering and appointment of contractor completed. Construction commenced in April. Scheduled for completion mid August. Project required the submission of a Basic assessment report to DEADP. This required the appointment of an Environmental	Maintained roads and storm water network

# Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
						consultant. Process took 6 months for finalization, leaving insufficient time for implementation & completion. Extra funds received for Scholts river storm water project is also dependant on the outcome of a Basic assessment, legal opinion and a resolution from council.	
Enhanced infrastructure.	Flood Damage Repair- Greyton & Caledon	% of project completed	100%	% of project completed	60%	Investigations, design, tendering and appointment of contractor completed. Protection of Bads River Bank in Caledon and Baviaanskloof River bank in Genadendal, NouPoort in Greyton and Gobos River bank in Greyton packed with Gabions. Project required the submission of a Basic assessment report to DEADP. This required the appointment of an Environmental consultant. Process took 6 months for finalization, leaving insufficient time for implementation & completion	Enhanced infrastructure.
Infrastructure and Bulk service improvement	Sewer Works - appointment of Consultant- Villiersdorp	% of project completed	100%	% completed	100%	Consultant appointed. Preliminary options report has been tabled.	Infrastructure and Bulk service improvement
Infrastructure and Bulk service improvement	Upgrading of WWTP-Botrivier	% of project completed	100%	% completed	100%	WWTP upgrade completed.	Infrastructure and Bulk service improvement
Infrastructure and Bulk service improvement	Upgrading of Roads- Riviersonderend	% of project completed	100%	% completed	80%	Tendering procedure for appointment of consultant and	Infrastructure and Bulk service improvement

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
						contractor = 4 months. Design and investigation of streets = 6 weeks. Due to labour intensive nature of contract (EPWP project), local labour had to be sourced by means of a community Liaison office =1month. Hence constructions commenced in February. Resealing cannot be done effectively due to cold and wet weather conditions. Remaining window for construction too small, completion not possible before end June	
TBI	Upgrading of Roads- Greyton/Genadenda	% of project completed	100%	% completed	70%	Tendering procedure for appointment of consultant and contractor = 4 months. Design and investigation of streets = 6 weeks. Due to labour intensive nature of contract (EPWP project), local labour had to be sourced by means of a community Liaison office =1month. Hence constructions commenced in February. Sealing cannot be done effectively due to cold and wet weather conditions. Remaining window for construction too small, completion not possible before end June	TBI

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
Infrastructure and Bulk service improvement	Upgrading of Roads-Grabouw	% of project completed	100%	% completed	85%	Tendering procedure for appointment of consultant and contractor = 4 months. Design and investigation of streets = 6 weeks. Due to labour intensive nature of contract (EPWP project), local labour had to be sourced by means of a community Liaison office =1month. Hence constructions commenced in February.	Infrastructure and Bulk service improvement
Infrastructure and Bulk service improvement	Upgrading of Roads-Villiersdorp	% of project completed	100%	% completed	65%	Tendering procedures and appointment of consultant and contractor completed. Investigations and design completed. Upgrade to Serruria street started.	Infrastructure and Bulk service improvement
Infrastructure and Bulk service improvement	Upgrading of Roads-Botrivier	% of project completed	100%	% completed	70%	Tendering procedures and appointment of consultant and contractor completed. Investigations and design completed. Upgrade to Botrivier Main Road started.	Infrastructure and Bulk service improvement
Infrastructure and Bulk service improvement	Upgrading of Roads-Caledon	% of project completed	100%	% completed	85%	Tendering procedures and appointment of consultant and contractor completed. Investigations and design completed. Upgrade to Blue Crane street started.	Infrastructure and Bulk service improvement
Infrastructure and Bulk service improvement	Water treatment plant capacity upgrading-Grabouw	% of project completed	100%	% completed	100%	construction completed	Infrastructure and Bulk service improvement

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
Infrastructure and Bulk service improvement	Flood Damage Repair- Greyton/ Genadendal	% of project completed	100%	% completed	75%	Investigations, design, tendering and appointment of contractor completed. Bergstreet Flood protection wall under construction and will be completed in August 2010.	Infrastructure and Bulk service improvement
Infrastructure and Bulk service improvement	Bulk Water-Botrivier	% of project completed	100%	% completed	10%	tendering procedures and appointment of contractors completed. Spending on the Grabouw Bulk water upgrade (also MIG funded) necessitated the adjustment of this project budget and the subsequent delay of its implementation. This project's funding was reallocated to the Bulk water upgrade in Grabouw with the adjustment budget	Infrastructure and Bulk service improvement
Infrastructure and Bulk service improvement	Bulk Water Capacity Upgrading- Grabouw	% of project completed	100%	% completed	100%	Phase IV of project completed.	Infrastructure and Bulk service improvement
Infrastructure and Bulk service improvement	Upgrading of WWTP- Grabouw	% of project completed	100%	% completed	100%	Environmental consultant appointed. EIA process started. Technical report submitted to start EIA process.	Infrastructure and Bulk service improvement
Infrastructure and Bulk service improvement	Bulk sewer capacity upgrading - Grabouw	% of project completed	100%	% completed	25%	Tendering procedures and appointment of contractors completed. Construction/site handover commenced in May 2010. Project planning and funding adjusted with the adjustment budget to allow for commencement	Infrastructure and Bulk service improvement

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
						later in the year as opposed to the initial scheduling on the SDBIP	
Infrastructure and Bulk service improvement	Greyton-Genadendal Link Sewer - Greyton/Genadendal	% of project completed	100%	% completed	10%	Investigations, design, tendering and appointment of contractor completed. Community objections towards project. Required the approval of the Minister of Land affairs to continue with construction. Ministerial approval received after funds were transferred to other projects.	Infrastructure and Bulk service improvement
Infrastructure and Bulk service improvement	New Water Source Development - Botrivier	% of project completed	100%	% completed	100%	completed	Infrastructure and Bulk service improvement
2010/2011 project Planning	Project plans as per IDP with financials	Compile and complete project plans for 2010/2011 financial as per IDP and Budget before end June 2010.	100%	% of target achieved	0%		2010/2011 project Planning
PMU capital projects	Successful completion of PMU allocated capital projects	Reporting of implementation of PMU capital projects	100%	% of target achieved	100%	Report on status of Capital project to Budget office on a monthly basis	PMU capital projects
PMU capital projects	Successful completion of PMU allocated capital projects	Effective budget control on all PMU capital projects	100%	% of target achieved	100%	monitoring done on a continuous basis	PMU capital projects
PMU capital projects	Successful completion of PMU allocated capital projects	Effective project management of all PMU allocated projects	100%	% of target achieved	100%	Monthly site meetings held with contractors to determine progress based on programme submitted by contractor at start of construction.	PMU capital projects
<b>Electricity</b>							
Efficient Electricity Delivery	Upgrading Electricity-Villiersdorp	% of project completed	100%	% completed	75%	Appointed contractor. Contractor installed low tension infrastructure. RDP Houses not completed	Efficient Electricity Delivery

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
						therefore could not install service cables.	
Efficient Electricity Delivery	Connection of Network - EB Steam-Caledon	% of project completed	100%	% completed	45%	Discussions with EB Steam and Eskom held.	Efficient Electricity Delivery
Efficient Electricity Delivery	Minisubstation - Kuil Street-Caledon	% of project completed	100%	% completed	100%	Miniature substation installed in Kuil street.	Efficient Electricity Delivery
Efficient Electricity Delivery	Load Control System-TWK	% of project completed	100%	% completed	100%	Completed. Installed load control system.	Efficient Electricity Delivery
2010/2011 project Planning	Project plans as per IDP with financials	Compile and complete project plans for 2010/2011 financial as per IDP and Budget before end June 2010.	100%	% of target achieved	100%	Submitted for budget purposes.	2010/2011 project Planning
Efficient Electricity Delivery	Master planning for electricity in line with growth model for each town to compute levy tariffs	1 Master plan for electricity for each of the towns in line with growth model (8 Electricity Master plans)	100%	% of target achieved	100%	updated master plan exists	Efficient Electricity Delivery
Replacement of Elec. Meters	% of faulty meters replaced within week after notification from treasury	Meters actually replaced within week / no of meters which requires replacement	90%	Planned average % of meters Replaced within month after notification	90%	All faulty meters replaced instantly.	Replacement of Elec. Meters
General Safety (A)	No of safety violations above norm (target)	100 % - {(Actual no of safety violations) - (violations allowed by norm)}	0	No of allowed violations above norm (2/year)	100%	no violations	General Safety (A)
Efficient Electricity Delivery	Constituting safety meetings	Safety meetings constituted as per OHSA	100%	ongoing	70%	Attend 9 out of 12 meetings	Efficient Electricity Delivery
Efficient Electricity Delivery	Inspection of dangerous installations	Arrange 2 inspections per month	100%	ongoing	100%	no dangerous installations	Efficient Electricity Delivery
Efficient Electricity Delivery	Maintenance of electrical equipment	Maintain all electrical distribution machinery and mechanical equipment in optimal condition according to plan and budget	100%	100% of budget spent	100%	Monthly maintenance done. Maintenance register completed on a monthly basis.	Efficient Electricity Delivery
Efficient Electricity Delivery	Handling of complaints	Customer enquiries handled.	100%	% of target achieved	100%	all queries handle the same day or referred to financial department.	Efficient Electricity Delivery

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
Efficient Electricity Delivery	Electricity interruptions	Notice of planned electricity interruptions to consumers	100%	% of target achieved	100%	Notice submitted 7 days in advance in cases of shutdowns.	Efficient Electricity Delivery
Efficient Electricity Delivery	Maintenance of meters	Test meters - Electricity Prepayment accuracy queries.	100%	% of target achieved	100%	none received for the financial year	Efficient Electricity Delivery
Efficient Electricity Delivery	Maintenance of meters	Test electricity meters - All meter accuracy queries	100%	% of target achieved	100%	One query received. Tested and replaced.	Efficient Electricity Delivery
Efficient Electricity Delivery	Handling of electricity account queries	Provide electricity technical support - Account queries	100%	% of target achieved	100%	All queries handle the same day or referred to financial department.	Efficient Electricity Delivery
Electricity	Maintain an electricity emergency service.	Availability of personnel 24 hours per day according to standby list	100%	% of target achieved	100%		Electricity
Electricity	Provide supply	Within thirty (30) days where existing network and sixty (60) days for low tension and ninety (90) days for medium tension where extensions must be made to the network. (Depending on availability)	100%	% of target achieved	100%	100% from municipal side, contractor dependant	Electricity
Electricity	Time to connect new electricity applicants	No of new formal household electricity applications connected within 14 days of request	100%	% of target achieved	100%	all new application connected within 14 days	Electricity
Electricity	Minor fault response time	Percentage of faults reported dealt with within 24 hours (call outs)	100%	% of target achieved	100%		Electricity
Electricity	Quality of Service as measured i.t.o. NRS047 regulations	> 90% compliance with regulations	90%	Monthly	90%	Monitoring of Quality of service on a monthly basis.	Electricity
Electricity	Quality of Supply as In terms of NRS048	> 90% compliance with regulations	90%	Monthly	90%	Monitoring of Quality of supply on a monthly basis	Electricity
Reduced Electrical Distribution Losses	Reduce Electrical Distribution Losses with planned maintenance and upgrading.	Less than 10% of purchased	100%	Monthly	100%	Electricity bought/Electricity sold (8% of purchase lost)	Reduced Electrical Distribution Losses
Increased efficiency of street lighting by means of a Planned Maintenance Program	Implement planned Maintenance Program indicating time frames for when maintenance will occur.	Submission of inspection registers	100%	Quarterly	100%	Planned maintenance (major shutdown) conducted once a year. Monthly maintenance done.	Increased efficiency of street lighting by means of a Planned Maintenance Program

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
						Maintenance register completed on a monthly basis.	
Updated Maintenance Plan	Implementation of maintenance plan	Monitor and report on the implementation of the maintenance plan	12	Monthly	100%	Monthly maintenance done. Maintenance register completed on a monthly basis.	Updated Maintenance Plan
Updated Maintenance Plan	Electricity Asset maintenance plan	Update Electricity Asset maintenance plan annually	1	Annually	100%	Updated Annually - June.	Updated Maintenance Plan
Completed Asset Register.	Maintenance of complete electricity asset register to ensure compliance with legislation	12 Complete Inspections, one in all areas and towns	12	Monthly	100%	Monthly maintenance done. Maintenance register completed on a monthly basis.	Completed Asset Register.
Improved efficiency and effectiveness of staff with Skills Development for corporate and relevant Town offices	In house training and workshops within the Division	100% compliance with Work Place Skills Plan	100%	Continuous	100%	3 individuals trained in electrical courses.	Improved efficiency and effectiveness of staff with Skills Development for corporate and relevant Town offices
<b>Water Networks</b>							
Infrastructure and Bulk service improvement	Water upgrading-Grabouw	% of project completed	100%	% completed	100%	Project completed. Epwp principles followed by providing man hours work. Replacement of all redundant water pipes.	Infrastructure and Bulk service improvement
Infrastructure and Bulk service improvement	Water upgrading-Villiersdorp	50% progress with the project	100%	% completed	100%	Project completed. Epwp principles followed by providing man hours work. Total of 796 man-hours worked replacement of redundant water pipes in Union Lane Villiersdorp	Infrastructure and Bulk service improvement
Infrastructure and Bulk service improvement	Water upgrading-Greyton/Genadendal	95% progress with the project	100%	% completed	100%	Project completed. Epwp principles followed by providing man hours work. Total of 936 man-hours worked	Infrastructure and Bulk service improvement

# Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
						replacement of redundant water pipes in Berg and Vlei street and Voorstkraal Vuurpul street.	
Infrastructure and Bulk service improvement	Water upgrading-Riviersonderend	99% progress with the project	100%	% completed	100%	Project completed. Epwp principles followed by providing man hours work. Total of 216 man-hours worked Reticulation of Water Main valves.	Infrastructure and Bulk service improvement
Infrastructure and Bulk service improvement	Water upgrading-Caledon	% progress with the project	100%	30% completed	100%	Project completed. Epwp principles followed by providing man hours work. Total of 248 man-hours worked. Placement of redundant pipes in Metkaffe street and around the reservoirs.	Infrastructure and Bulk service improvement
Infrastructure and Bulk service improvement							
<b>Fleet Management</b>							<b>Fleet Management</b>
Vehicle replacement	Vehicles CDW	% of project completed	100%	% of project completed	100%	Two Vehicles purchased (Nissan TIDA's)	Vehicle replacement
Vehicle replacement	Multi Purpose Bus	% of project completed	100%	% of project completed	100%	Conversion of Panel van into mobile office completed in February 2010.	Vehicle replacement
optimisation of capacity	Upgrading of Fleet infrastructure-TWK	% of project completed	100%	% completed	100%	Following upgrades done: 6x1ton Nissan Bakkies and 1 x refuse compactor purchased.	optimisation of capacity
Vehicle maintenance	Implementation of vehicle maintenance plan	Monitor the implementation of the vehicle maintenance plan by town managers	100%	% of target achieved	100%	Manual maintenance plan exists. Monthly inspections conducted by Town Managers	Vehicle maintenance
Vehicle maintenance	Development of vehicle maintenance programme	Development of plan	1	Plan developed	50%	Consultant appointed through tender process to compile Fleet Management strategy. Strategy	Vehicle maintenance

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
						incorporates maintenance programm	
Vehicle replacement	Development of vehicle replacement programme	Development of plan	1	Plan developed	50%	Consultant appointed through tender process to compile Fleet Management strategy. Strategy incorporates replacement programm	Vehicle replacement
<b>Civil: Water, Sanitation and Sewerage</b>							
2010/2011 project Planning	Project plans as per IDP with financials	Compile and complete project plans for 2010/2011 financial as per IDP and Budget before end June 2010.	100%	% of target achieved	100%	Submitted for budget planning process.	2010/2011 project Planning
Maintained Water, sanitation and sewerage network including WWTP's	Water, sanitation and sewerage master planning inline with town growth model to compute levy tariffs	1 Master plan for water, sanitation and sewerage for each of the towns in line with growth model (8 water, sanitation and sewerage Master plans)	100%	% of target achieved	100%	Available on IMQS. Updated annually.	Maintained Water, sanitation and sewerage network including WWTP's
Alternative water supply due to abnormal conditions lasting more than 8 hours	Quality response and speed to complaint.	100% compliance	100%	Monthly	100%	Mobile truck unit available on request.	Alternative water supply due to abnormal conditions lasting more than 8 hours
Maintained Water, sanitation and sewerage network including WWTP's	Implementation of maintenance plan	Monitor and report on the implementation of the maintenance plan	12	Monthly	0%	No maintenance plans available due to lack of funding.	Maintained Water, sanitation and sewerage network including WWTP's
Maintained Water, sanitation and sewerage network including WWTP's	Water, sanitation and sewerage asset maintenance plan	Update water, sanitation and sewerage Asset maintenance plan annually	1	Annually	100%	updated quarterly in relation to asset register.	Maintained Water, sanitation and sewerage network including WWTP's
Completed Asset Register.	Maintenance of water, sanitation and sewerage asset register to ensure compliance with legislation	12 Complete Inspections, one in all areas and towns	12	Monthly	100%	Updated quarterly in relation to asset register.	Completed Asset Register.
Improved efficiency and effectiveness of staff with Skills Development for corporate and relevant Town offices	In house training and workshops within the Division	100% compliance with Work Place Skills Plan	100%	Continuous	100%	Following training done: Laying and handling of pipes, different pipes and pipe material, SOP.	Improved efficiency and effectiveness of staff with Skills Development for corporate and relevant Town offices

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
Town of the year competition	Design and oversee remedial action	Monitoring of the implementation of remedial actions by towns	100%	Ongoing	100%	Towns evaluated Plan submitted to rectify critical points. Monitoring and implementation done on a continuous basis.	Town of the year competition
Reviewed and updated standard operating procedures	Reporting on implementation	Quarterly reporting on audits to steering committee	100%	Quarterly	100%	Report submitted to Town Evaluation committee on a quarterly basis.	Reviewed and updated standard operating procedures
Reviewed and updated standard operating procedures	Monitoring of implementation (Audit)	Monitoring of the implementation of standard operating procedures by town managers re water, sanitation and sewerage (Audit)	100%	Ongoing	100%	Monitoring forms part of the quarterly report submitted to Town Evaluation Committee.	Reviewed and updated standard operating procedures
Reviewed and updated standard operating procedures	Communication of standard operating procedures	Workshop updated standard operating procedures with town managers	1	Updated standard operating procedures	100%	Workshop held 06 November 2009.	Reviewed and updated standard operating procedures
Reviewed and updated standard operating procedures	Drafting of SOP	Drafting of SOP	100%	100% of target achieved	100%	Drafted and adopted by Management.	Reviewed and updated standard operating procedures
<b>Civil: Roads and Stormwater</b>							
2010/2011 project Planning	Project plans as per IDP with financials	Compile and complete project plans for 2010/2011 financial as per IDP and Budget before end June 2010.	100%	% of target achieved	100%	Submitted for budget planning process.	2010/2011 project Planning
Maintained roads and storm water network	Master planning for roads and storm water in line with town growth model to compute levy tariffs	1 Master plan for roads and storm water for each of the towns in line with growth model (8 roads and storm water Master plans)	100%	% of target achieved	100%	Available on IMQS. Updated annually.	Maintained roads and storm water network
Pavement management system (PMS)	Maintained PMS	Updated and maintain PMS system	100%	Monthly	0%	Lack of funding	Pavement management system (PMS)
Planned Maintenance Program for Gravel Roads	Implement maintenance program for gravel roads approved by Portfolio Committee by year end for towns	100% of budget spent	100%	Monthly	100%	Budget spent. Maintenance plan implemented as per schedule.	Planned Maintenance Program for Gravel Roads
Maintained roads and storm water network	Implementation of maintenance plan	Monitor and report on the implementation of the maintenance plan	12	Monthly	0%	No maintenance plans available due to lack of funding.	Maintained roads and storm water network
Maintained roads and storm water network	Roads and storm water asset maintenance plan	Update roads and storm water Asset maintenance plan annually	1	Annually	100%	Updated quarterly in relation to asset register.	Maintained roads and storm water network

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
Completed Asset Register.	Maintenance of complete roads and storm water asset register to ensure compliance with legislation	12 Complete Inspections, one in all areas and towns	12	Monthly	100%	Updated quarterly in relation to asset register.	Completed Asset Register.
Improved efficiency and effectiveness of staff with Skills Development for corporate and relevant Town offices	In house training and workshops within the Division	100% compliance with Work Place Skills Plan	100%	Continuous	100%	Services providers acquired to assist with the training of correct products used for the different road types (SP Colas and Much)	Improved efficiency and effectiveness of staff with Skills Development for corporate and relevant Town offices
Reviewed and updated standard operating procedures	Design and oversee remedial action	Monitoring of the implementation of remedial actions by towns	100%	Ongoing	100%	Towns evaluated Plan submitted to rectify critical points. Monitoring and implementation done on a continuous basis.	Reviewed and updated standard operating procedures
Reviewed and updated standard operating procedures	Reporting on implementation to steering committee	Quarterly reporting on audits	100%	Quarterly	100%	Report submitted to Town Evaluation committee on a quarterly basis.	Reviewed and updated standard operating procedures
Reviewed and updated standard operating procedures	Monitoring of implementation (Audit)	Monitoring of the implementation of standard operating procedures by town managers re roads and storm water (Audit)	100%	Ongoing	100%	Monitoring forms part of the quarterly report submitted to Town Evaluation Committee.	Reviewed and updated standard operating procedures
Reviewed and updated standard operating procedures	Communication of standard operating procedures	Workshop updated standard operating procedures with town managers	1	Updated standard operating procedures	100%	conducted 06 November 2009	Reviewed and updated standard operating procedures
Reviewed and updated standard operating procedures	Review and update of standard operating procedures	Annually review and updating of standard operating procedures for roads and storm water	100%	% of target achieved	100%	updated end June Annually	Reviewed and updated standard operating procedures
<b>Waste Management</b>							
2010/2011 project Planning	Project plans as per IDP with financials	Compile and complete project plans for 2010/2011 financial as per IDP and Budget before end June 2010.	100%	% of target achieved	100%	submitted for budget planning process.	2010/2011 project Planning
Maintained solid waste assets	Master planning for solid waste in line with growth model for towns to determine tariffs for levies	1 Master plan for solid waste for each of the towns in line with growth model (8 solid waste master plans)	100%	% of target achieved	60%	Consultants appointed.	Maintained solid waste assets
Operating Landfill Operations within Regulations	100% compliance with regulations of DWAF	100% compliance	100%	Monthly	100%	Biannual audits completed	Operating Landfill Operations within Regulations

## Theewaterskloof Local Municipality Annual Report 2009/10

Organisational objective / Programme	KPI Name	Definition	Baseline	Annual Performance		Performance comment	Corrective actions
				Target	Actual		
Maintained solid waste assets	Implementation of maintenance plan	Monitor and report on the implementation of the maintenance plan	12	Monthly	100%	Monitoring forms part of Biannual audits	Maintained solid waste assets
Maintained solid waste assets	solid waste asset maintenance plan	Update solid waste Asset maintenance plan annually	1	Annually	0%	Lack of funding	Maintained solid waste assets
Completed Asset Register.	Maintenance of complete solid waste asset register to ensure compliance with legislation	12 Complete Inspections, one in all areas and towns	12	Monthly	0%	No asset register	Completed Asset Register.
Improved efficiency and effectiveness of staff with Skills Development for corporate and relevant Town offices	In house training and workshops within the Division	100% compliance with Work Place Skills Plan	100%	Continuous	100%	Training conducted in the management of Transfer stations and Solid Waste sites in Grabouw, Botrivier and Greyton/Genaden dal.	Improved efficiency and effectiveness of staff with Skills Development for corporate and relevant Town offices
Reviewed and updated standard operating procedures	Design and oversee remedial action	Monitoring of the implementation of remedial actions by towns	100%	Ongoing	100%	Towns evaluated Plan submitted to rectify critical points. Monitoring and implementation done on a continuous basis.	Reviewed and updated standard operating procedures
Reviewed and updated standard operating procedures	Reporting on implementation	Quarterly reporting on audits	100%	Quarterly	100%	Report submitted to Town Evaluation committee on a quarterly basis.	Reviewed and updated standard operating procedures
Reviewed and updated standard operating procedures	Monitoring of implementation	Monitoring of the implementation of standard operating procedures by town managers re solid waste	100%	Ongoing	100%	Monitoring forms part of the quarterly report submitted to Town Evaluation Committee.	Reviewed and updated standard operating procedures
Reviewed and updated standard operating procedures	Communication of standard operating procedures	Workshop updated standard operating procedures with town managers	1	Updated standard operating procedures	100%	Not formally work shopped. Communicated individually with Town Managers.	Reviewed and updated standard operating procedures
Reviewed and updated standard operating procedures	Review and update of standard operating procedures	Annually review and updating of standard operating procedures for solid waste	100%	% of target achieved	100%	status quo maintained.	Reviewed and updated standard operating procedures

**Table 96: KPI Performance: Technical Services**

## **CHAPTER 6**

# **FINANCIAL PERFORMANCE**

## CHAPTER 6: FINANCIAL PERFORMANCE

### 6.1 FINANCIAL SUSTAINABILITY

#### A) MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT - NATIONAL KPIS

KPA & INDICATOR	2007/08	2008/09	2009/10
Debt coverage ((Total operating revenue-operating grants received)/debt service payments due within the year)	3.67	3.08	3.14
Service debtors to revenue – (Total outstanding service debtors/ revenue received for services)	0.17	0.17	0.18
Cost coverage ((Available cash+ investments)/ Monthly fixed operating expenditure	0.30	0.38	0.07

*Table 97: National KPI's for financial viability and management*

#### 6.1.1 OPERATING RESULTS

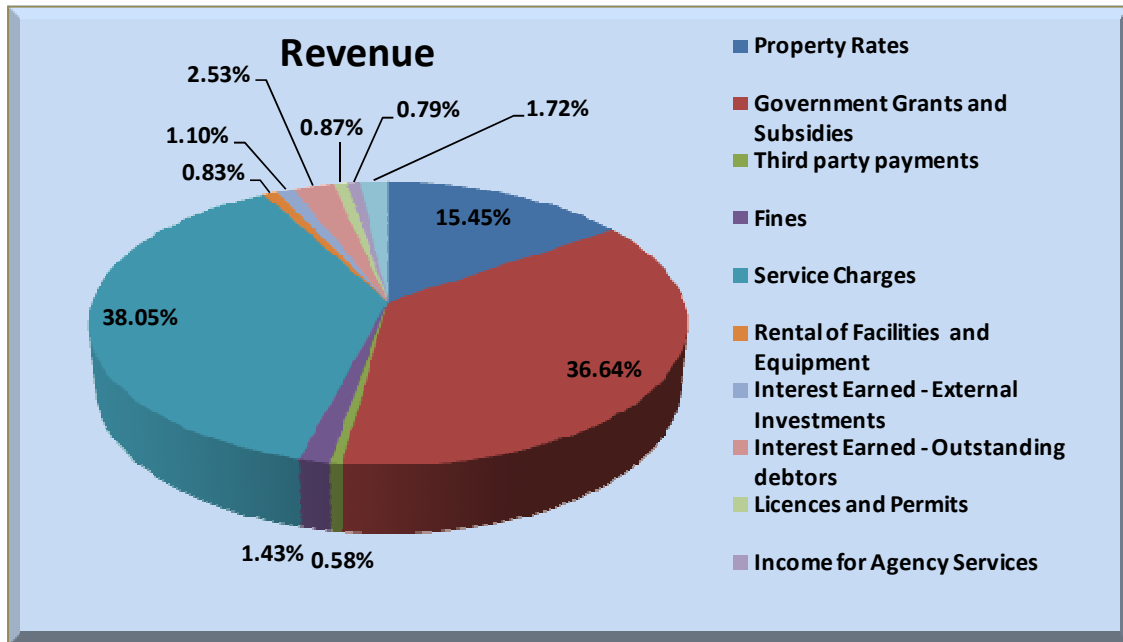
The table below shows a summary of performance against budgets

Financial Year	Revenue				Operating expenditure			
	Budget	Actual	Diff.	%	Budget	Actual	Diff.	%
	R'000	R'000	R'000		R'000	R'000	R'000	
<b>2007/08</b>	260 394	220 346	<b>(40 048)</b>	<b>84</b>	260 394	165 737	<b>94 657</b>	<b>63</b>
<b>2008/09</b>	235 916	210189	<b>(25 727)</b>	<b>89</b>	230 374	199 046	<b>31 328</b>	<b>86</b>
<b>2009/10</b>	259 388	251 228	<b>(8 160)</b>	<b>97</b>	269 222	244 528	<b>24 694</b>	<b>91</b>

*Table 98: Performance against budgets*

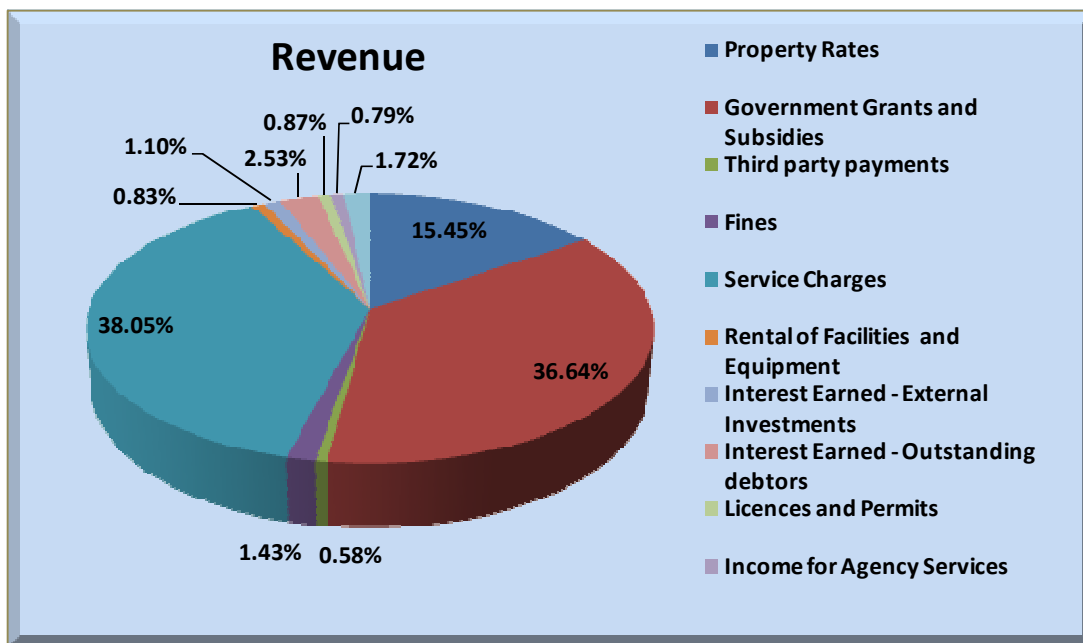
The municipality received **R 251,2 million** revenue for the year of which **R 244,5 million** was utilized for operating expenditure. Salaries and councilor allowances were **37%** of the operating expenditure for the year under review and the percentage is well within the national norm of between 35-40%. Bulk purchases of water and electricity and expenditure with regards to grants and subsidies that were received from other spheres of government along with salaries and allowances makes up most of the total operating expenditure of the municipality. Grant and subsidies received, property tax and service charges account for most of the revenue for the year under review.

The following graph indicates the various types of revenue items in the municipal budget for 2009/10



Graph 14: Revenue

The following graph indicates the various types of expenditure items in the municipal budget for 2009/10



Graph 15: Operating expenditure

## 6.1.2 OUTSTANDING DEBTORS

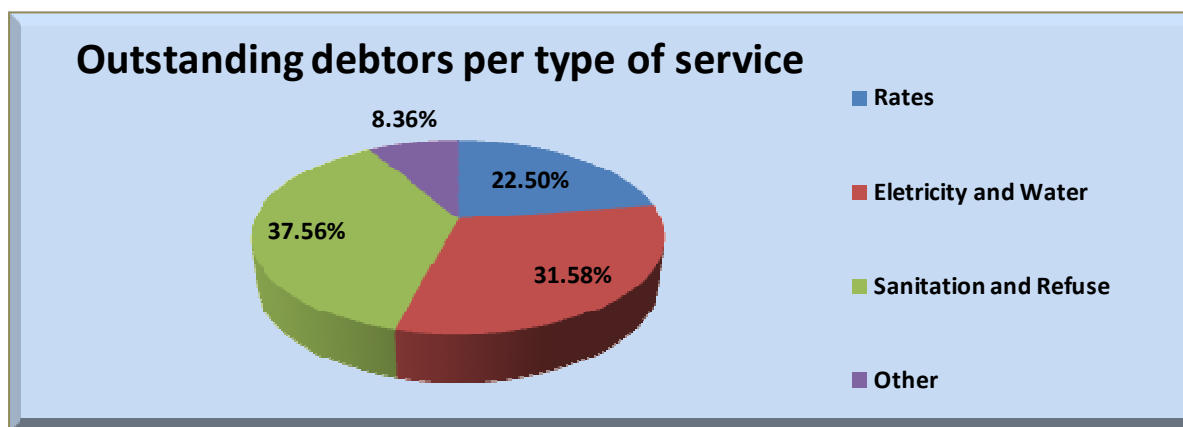
### A) GROSS OUTSTANDING DEBTORS PER SERVICE

Financial year	Rates	Trading services	Economic services	Other	Total
		(Electricity and Water)	(Sanitation and Refuse)		
	R'000	R'000	R'000	R'000	R'000
2008/09	20 674	25 813	32 878	6 102	85 467
2009/10	22 877	32 104	38 188	8 498	101 667
Difference	2 203	6 291	5 310	2 396	16 200
% growth year on year	10.7	24.4	16.2	39.3	19

**Table 99: Gross outstanding debtors per service**

Note: Figures exclude provision for bad debt

The following graph indicates the total outstanding debt per type of service for 2009/10



**Graph 16: Debt per type of service**

### B) TOTAL DEBTORS AGE ANALYSIS

Financial year	Less than 30 days	Between 30-60 days	Between 60-90 days	More than 90 days	Total
	R'000	R'000	R'000	R'000	R'000
2008/09	5 596	4 298	2	75 571	85 467
2009/10	9217	4 500	3	87 947	101 667
Difference	3 621	202	1	12 376	16 200
% growth year on year	64.7	4.7	50.0	16.4	19.0

**Table 100: Service debtor age analysis**

Note: Figures exclude provision for bad debt

### 6.1.3 VIABILITY INDICATORS

#### A) LEVEL OF RELIANCE ON GRANTS AND SUBSIDIES

Financial year	Total grants and subsidies received	Total Operating Revenue	Percentage
	R'000	R'000	%
<b>2007/08</b>	90 352	220 346	<b>41</b>
<b>2008/09</b>	59 558	210 189	<b>28</b>
<b>2009/10</b>	91 845	251 228	<b>37</b>

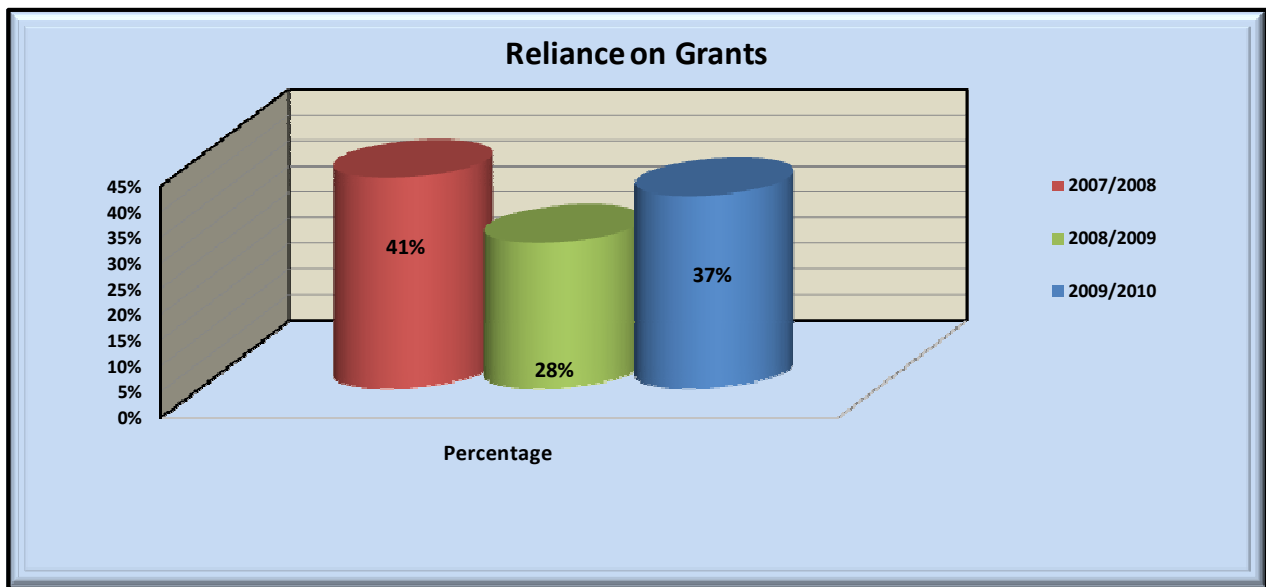
**Table 101: Reliance on grants**

Grant-in-Aid funding in respect of Low Cost Housing and MIG (mostly in respect of Low Cost Housing, a Provincial Government function) amount to R 27,125m(11%) and R22, 692m (9%) is included in the Total Grant amount of R 91,845m. If this was not included, Government Grants would have amounted to R 42,028m or 17% of Total Revenue.

Government Grants and Subsidies increased by 54% while Total Revenue increased by 20%.

Due to the fact that the municipality does not supply Electricity in all its towns, Electricity Income accounts for 13% of the Total Revenue compared to most municipalities Electricity Income which is between 32%- 52%. Furthermore the impact of unfunded mandates contributes to the municipalities Financial Burden. MIG represents a further 9% of Total Operating Income.

**The following graph indicates the municipality's reliance on grants as percentage for the last three financial years**



**Graph 17: Reliance on grants as %**

B) LIQUIDITY RATIO

Financial year	Net current assets	Net current liabilities	Ratio
	(R'000)	(R'000)	
2007/08	38 125	35 392	1.08:1
2008/09	55 099	48 912	1.13:1
2009/10	36 349	50 697	0.72:1

**Table 102: Liquidity ratio**

The ratio is currently below the national norm of 1.5:1.

*Refer to comments of CFO in the response to the Audit Committee Chairperson Report for detailed explanation of the factors impacting on the Liquidity Ratio.*

6.1.4 AUDITED OUTCOMES

Year	2007/2008	2008/2009	2009/2010
Status	Unqualified	Unqualified	Unqualified

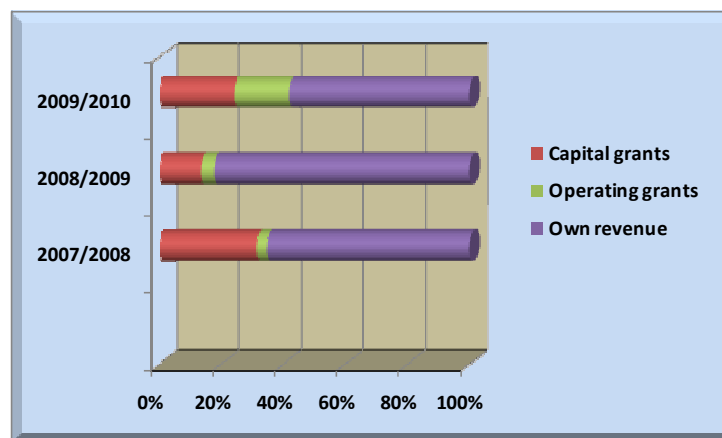
**Table 103: Audit outcomes**

6.1.5 EQUITABLE SHARE VS TOTAL REVENUE

Description of revenue	Amount received 2007/08	Amount received 2008/09	Amount received 2009/10
	R'000	R'000	R'000
Equitable share	20 720	26 554	33 167
Capital grants	62 584	24 846	52 705
Operating grants	7 049	8 158	39 140
Own revenue	129 993	150 631	126 216
Total revenue	220 346	210 189	251 228

**Table 104: Equitable share vs total revenue**

The following graph indicates the various revenue streams of the municipality for the past three financial years



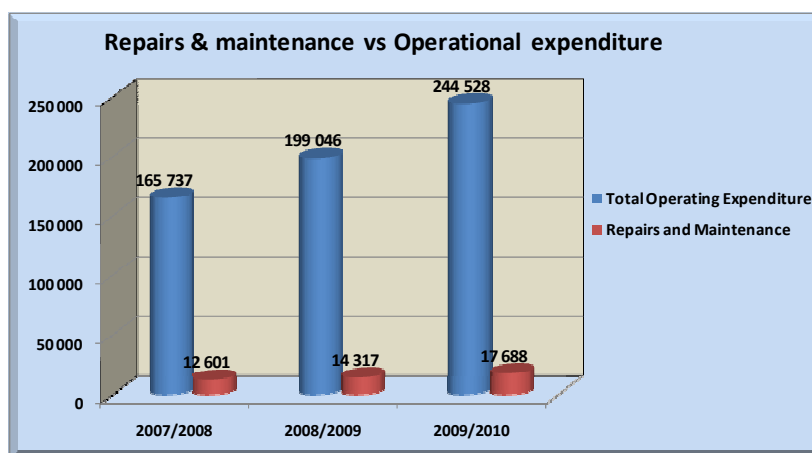
Graph 18: Revenue streams

## 6.1.6 REPAIRS AND MAINTENANCE

Description	2007/2008	2008/2009	2009/2010
	R'000	R'000	R'000
Total Operating Expenditure	165 737	199 046	244 528
Repairs and Maintenance	12 601	14 317	17 688
% of total OPEX	7.60	7.19	7.23

Table 105: Repairs & maintenance as % of total OPEX

The following graph indicates the percentage of the budget that was spent on repairs & maintenance in relation to the operational budget



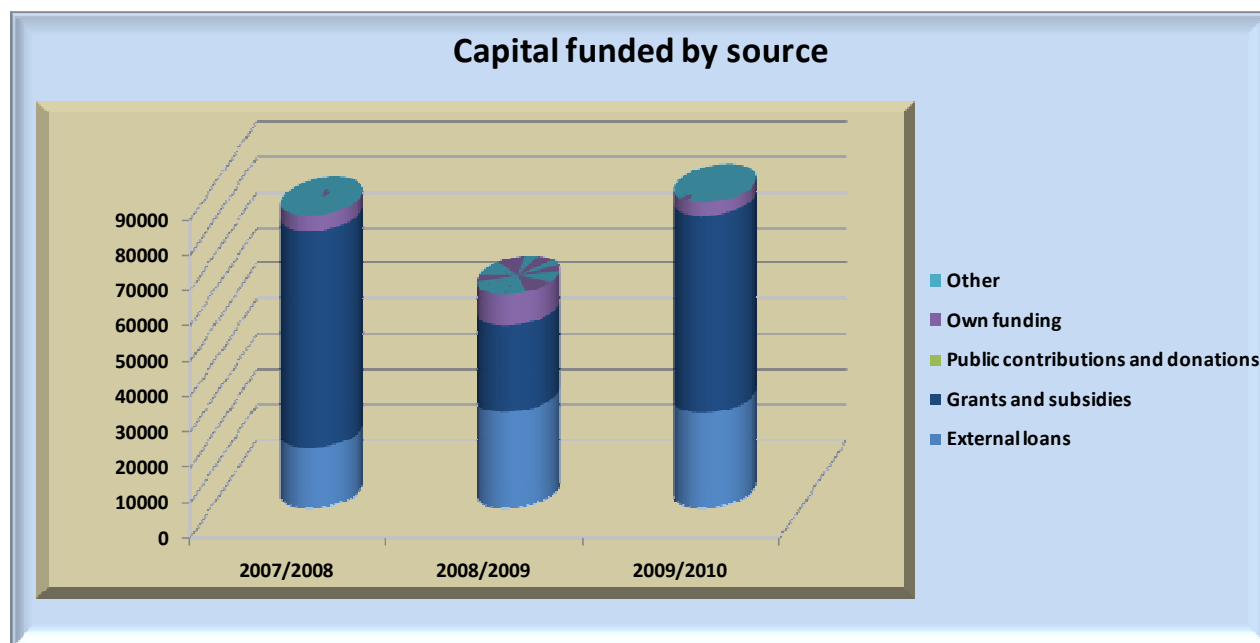
Graph 19: Repairs and maintenance as percentage of OPEX

### 6.1.7 CAPITAL FUNDED BY SOURCE

Description Source	2007/2008	2008/2009	2009/2010
	R'000	R'000	R'000
External loans	16 940	27 127	26 926
Grants and subsidies	61 533	24 484	55 625
Public contributions and donations	0	0	0
Own funding	4 187	8 843	3 833
Other	0	0	0
<b>Total capital expenditure</b>	<b>82 660</b>	<b>60 454</b>	<b>86 384</b>

*Table 106: Capital funded by source*

The following graph indicates capital expenditure funded by the various sources



*Graph 20: Capital funded by source*

## LIST OF ABBREVIATIONS

---

<b>AG</b>	Auditor-General
<b>CAPEX</b>	Capital Expenditure
<b>CBP</b>	Community Based Planning
<b>CFO</b>	Chief Financial Officer
<b>DPLG</b>	Department of Provincial and Local Government
<b>DWAF</b>	Department of Water Affairs and Forestry
<b>EE</b>	Employment Equity
<b>GAMAP</b>	Generally Accepted Municipal Accounting Practice
<b>GRAP</b>	Generally Recognised Accounting Practice
<b>HR</b>	Human Resources
<b>IDP</b>	Integrated Development Plan
<b>IFRS</b>	International Financial Reporting Standards
<b>IMFO</b>	Institute for Municipal finance officers
<b>KPA</b>	Key Performance Area
<b>KPI</b>	Key Performance Indicator
<b>LED</b>	Local Economic Development
<b>MAYCOM</b>	Executive Mayoral Committee
<b>MFMA</b>	Municipal Finance Management Act (Act No. 56 of 2003)
<b>MIG</b>	Municipal Infrastructure Grant
<b>MM</b>	Municipal Manager
<b>MMC</b>	Member of Mayoral Committee
<b>MSA</b>	Municipal Systems Act No. 32 of 2000
<b>MTECH</b>	Medium Term Expenditure Committee
<b>NGO</b>	Non governmental organisation
<b>NT</b>	National Treasury
<b>OPEX</b>	Operating expenditure
<b>PMS</b>	Performance Management System
<b>PT</b>	Provincial Treasury
<b>SALGA</b>	South African Local Government Organisation
<b>SAMDI</b>	South African Management Development Institute
<b>SCM</b>	Supply Chain Management
<b>SDBIP</b>	Service Delivery and Budget Implementation Plan
<b>SDF</b>	Spatial Development Framework

## ANNEXURE A: FINANCIAL STATEMENTS

---

## ANNEXURE B: REPORT OF THE AUDITOR GENERAL

---

## ANNEXURE C: REPORT OF THE AUDIT COMMITTEE

---



## **ITEM OPSKRIF/ITEM HEADING**

**R16/2011     DIREKTORAAT : ONTWIKKELINGSDIENSTE : OORSIGKOMITEE:  
OORWEGING VAN DIE 2009/2010 JAARVERSLAG EN  
AANVAARDING VAN OORSIGVERSLAG**

**C16/2011     DIRECTORATE : DEVELOPMENT SERVICES : OVERSIGHT  
COMMITTEE: CONSIDERATION OF THE 2009/2010 ANNUAL  
REPORT AND ADOPTION OF AN OVERSIGHT REPORT**

*[Verslag saamgestel in beide tale / Report compiled in both languages]*

## **LêER NOMMER/FILE NUMBER**

9/1/1

## **DOEL VAN VERSLAG**

Om die Raad in te lig aangaande die werksaamhede van die Oorsig komitee asook om 'n aanbeveling na die Raad te maak soos vereis in terme van Seksie 129(1) van die MFMA, Wet 56 van 2003.

***Raadslede word versoek om vir doeleindes van oorweging van die item, ook na die jaarverslag wat op 25 Januarie 2011 ter tafel gelê is, te verwys.***

## **PURPOSE/AIM OF REPORT**

To inform Council about the work of the Oversight Committee and to make a recommendation to Council as required in terms of Section 129(1) of the MFMA, Act 56 of 2003.

***For purposes of considering this item, Councillors are requested to also refer to the Annual Report which was Tabled on 25<sup>th</sup> January 2011.***

## **AGTERGROND**

MFMA Omsendbrief Nommer 32 beveel die instelling van 'n Oorsigkomitee aan vir die breedvoerige ontleding van, en oorsig oor, die jaarverslag, nadat dit in die Raad ter tafel gelê is, en na die ontvangs en bestudering van voorleggings wat deur die publiek gemaak is, insette van raadslede en raadsportefeuļjekomitees, gevolg deur 'n oorsigverslag wat in die volle Raad bespreek kan word

Die lede van die Oorsigkomitee is as volg:

Voorsitter:             Rdl   S Fredericks

Rdh C November

Rdh M Damon

Rdl   S Baird

Rdl   A Arendse

Die Jaarlikse Verslag tesame met die Finansiële State is op 21 Januarie 2011 aan die gesamentlike Prestasie en Ouditkomitee voorgelê vir oorweging en kommentaar. Die 2009/2010 Jaarverslag, tesame met die finansiële state is op 25 Januarie 2011 by Raad ter tafel gelê en gewerkswinkel en in die plaaslike koerant gedurende Februarie 2011 vir openbare kommentaar geadverteer waarby die publiek uitgenooi was om geskrewe insette aan te stuur. 'n Afskrif van die advertensie is aangeheg as **Aanhangsel 1**.

Ingevolge Artikel 129 van die MFMA, moet die Raad 'n Oorsigverslag aanvaar waarin die kommentaar van die Raad oor die Jaarverslag vervat is, en wat moet insluit of die Raad-

- die jaarverslag met of sonder voorbehoud goedkeur.
- die jaarverslag afkeur; of
- die jaarverslag terugverwys het vir hersiening van daardie komponente wat hersien kan word.

Volgens MFMA Omsendbrief Nommer 32, ten einde die jaarverslag sonder voorbehoud goed te keur, moet die Raad in staat wees om vas te stel dat die inligting wat in die verslag vervat word 'n billike en redelike rekord is van die prestasie van die Munisipaliteit vir die boekjaar waaroor verslag gelewer word. Goedkeuring beteken dat die uitvoerende en die administratiewe vlakke volle aanspreeklikheid vir hul besluite en optrede aanvaar en dat hul prestasie die kriteria wat deur prestasiedoelwitte en -maatreëls gestel is, nagekom het en ook deur die gemeenskap as aanvaarbaar beskou word.

Die Oorsigkomitee het op die volgende datums byeengekom ter uitvoering van die mandaat soos gegee deur die Raad:

14 Maart 2011 – Inligtingssessie gehou deur GOP/ PBS Bestuurder vir bespreking van die oorspronklike vergadering tussen Oorsigkomitee sowel as regstellings van kommentare ten opsigte van die Jaarverslag.

14 Maart 2011 – Vrae en antwoordsessie met Top Bestuur asook finalisering van die Oorsigverslag.

24 Maart 2011 – Oorsigverslag vasgestel deur die Raad.

Die volgende informasie was behandel deur die Oorsigvergadering tydens die opstel van die Oorsigverslag.

#### **Aanhangsel 2:**

Notule van die gekombineerde Prestasie en Oudit Komitee soos gehou op 21 Januarie 2011.

Geen insette was ontvang vanaf die Algemene Publiek en/ of Die Wykskomitees.

## **BACKGROUND**

MFMA Circular Number 32 recommends the establishment of an Oversight Committee for the detailed analysis and review of the Annual Report, following its tabling in council, receiving and reviewing representations made by the public, inputs from councillors and council portfolio committees and then drafting an oversight report that may be taken to full council for discussion.

The members of the Oversight Committee are as follows:

Chairperson: Cllr S Fredericks  
  
Alderman C November  
Alderman M Damon  
Cllr S Baird  
Cllr A Arendse

The Annual Report together with the Annual financial Statements was submitted to the combined Performance and Audit Committee on 21 January 2011 for consideration and comments. The 2009/2010 Annual Report together with the financial statements was Tabled and workshopped with council on 25 January 2011 and advertised in the local newspaper for public comment during February 2011 inviting members of the public to submit written inputs. A copy of the advertisement is attached as **Annexure 1**.

In terms of Section 129 of the MFMA, the council must adopt an Oversight Report containing the councils comments on the Annual report which must include the statement whether the council-

- Has approved the annual report with or without reservations.
- Has rejected the annual report; or
- Has referred the annual report back for revision of those components that can be revised.

In terms of MFMA Circular Number 32, in order to approve the annual report without reservations, council should be able to agree that the information contained in the report is a fair and reasonable record of the performance of the Municipality for the financial year reported upon. Approval means that the executive and the administration have discharged in full, their accountability for decisions and actions and that their performance meets the criteria set by performance objectives and measures and is also acceptable to the community.

The Oversight Committee met on the following dates in pursuit of the mandae given by Council:

14 March 2011 - Briefing sessions by IDP/PMS Manager as well as initial meeting between Oversight Committee to discuss Annual Report and rectify comments

14 March 2011 - Questions and answer sessions with the Top Management and finalisation of Oversight Report.

24 March 2011 - Oversight Report to be tabled at Council.

The following information was considered by the Oversight committee in Drafting the Oversight Report.

**Annexure 2:**

Minutes of the combined Performance and Audit committee meeting held on 21 January 2011.

No input was received from the General public and Ward committees

**BESPREKING**

**3.1 Inter-aksie met Top Bestuur**

Gedurende die sessie met Top Bestuur was heelwat vrae aangespreek. Foute was erken en deeglike verduideliking gegee tot die satisfaksie van die Oorsig Komitee rondom kwessies opgebring.

'n Lys van die vrae sowel as dokumentasie ter reaksie daarop is aangeheg as Aanhangsel 3.

**3.2 Besprekings/ Vastellings deur die Oorsig Komitee.**

- Die gebrek aan funksionering deur die Gelyke Indiensnemings Komitee het tot gevolg dat hulle nie die daargestelde doelwitte behaal nie
- Kennis is geneem van die bestuur van die munisipale werkerskorps in terme van siek verlof as gevolg van afwesigheid en beserings.
- Vaardighede matriks – lae persentasie (11%) van vroulike werknemers in vergelyking met die (61%) manlike werknemers binne die senior bestuur vlak is identifiseer en opgelei. Hierdie kan gesien word as diskriminasie teenoor die vroulike werkers in die organisasie.

**3.3 Voorstelle vir verbeterings.**

- Gelyke Indiensnemings komitee is tot stand gebring binne die 2010/2011 finansiële boekjaar en die EE Plan is tans in konsep format en sal deur die normale proses deur die toepaslike strukture gaan.
- Die Betalings Struktuur is geïmplementeer binne die 2010/2011 finansiële jaar en sal derhalwe die Administrasie help met die bestuur van die verlof proses.
- Gelyke Indiensnemings Doelwitte sal aangespreek word soos vakante poste opkom.
- Algemene Prestasies – kennis word geneem van die “CFO” se bekommernis aangaande die tekortkominge in terme van prestasie bestuur, derhalwe moet tekortkominge dringend aangespreek word om toekomstige Oudit navrae.

### **3.4 Kommentare deur relevante departemente.**

Al die direktorate se terugvoering was deeglik en relevant tot die vrae soos aan hulle gestel deur die Oorsigkomitee.

### **3.5 Opsomming:**

Die oorsig proses was deeglik, goed en professioneel hanteer. Die Top Bestuur moet erkenning kry deurdat hulle verseker het dat meeste van die doelwitte soos ooreengekom met die GOP proses bereik was.

Die Oorsigkomitee wil weereens sy teleurstelling uitspreek omdat die Publiek geensins kommentaar gelewer het op die Jaarverslag nie en derhalwe die geleentheid verbeur het om hul stem te laat hoor.

Die Oorsigkomitee het die finale Jaarverslag deeglik deurgewerk soos gestipuleer in die MFMA (Munisipale Finansiële Bestuur Wet) sirkulasie Nommer 32 en Seksie 129 en neem kennis van die gesamentlike Prestasie- en Ouditkomitee.

Verteenwoordigers van die Kantoor van die Ouditeur-Generaal asook Provinsiale Departemente van Plaaslike Regering en Finansies is uitgenooi om die Raadsvergadering by te woon. Die MFMA maak ook voorsiening vir lede van die plaaslike gemeenskap/ Publiek om die Raad toe te spreek.

## **DISCUSSION**

### **3.1 Engagement with Top management:**

During their engagement with Top Management, a number of questions were addressed. Mistakes were acknowledged and thorough explanations to the satisfaction of the Oversight Committee were given to the questions asked.

*A list of the questions asked together with documentation in response is attached as Annexure 3.*

### **3.2 Reservations of the Oversight Committee**

- The none functioning of the employment equity committee lead to employment equity goals not being met.
- Managing the municipal workforce in terms of injuries and absenteeism due to sick leave has been noted.
- Skills matrix – low percentage (11%) of female employees compared to (61%) of males within the senior management level identified for training have been trained. This could be perceived as discrimination against female employees within the organisation.

### **3.3 Suggestions for Improvement**

- Employment Equity committee has in been established within the 2010/2011 financial year and the EE Plan is currently in draft and will follow process through the relevant structures.
- The Pay day system has been implemented within the 2010/2011 financial year and this will enable the administration to manage the leave process more adequately. More emphasis needs to be put on addressing injuries by identifying determining whether injuries are based on unsafe conditions or unsafe actions.
- Employment Equity targets should be addressed when vacancies exist.
- General Performances – note has been taken of the CFO's concerns regarding the Gaps in terms of performance management, therefore issues should be urgently address to prevent future Audit Queries.

### **3.4 Comments by Relevant Departments**

All Directorates responded appropriately to the questions put to them by the Oversight Committee.

### **3.5 Conclusion**

The oversight process was good, thorough and professionally done. The Top management must be commended for ensuring that most of the objectives set in the IDP were realised.

The Oversight Committee wants to reiterate its disappointment that the public did not comment on the Annual Report and thereby forfeited the opportunity to let their voices be heard.

The Oversight committee considered the final Annual Report as envisaged in the MFMA circular Number 32 and Section 129 of the MFMA and takes note of the comments from the combined Performance and Audit committee.

Representatives of the Office of the Auditor-General and Provincial Departments of Local Government and Finance have been invited to attend the council meeting. The MFMA furthermore provides for members of the local community to address the council.

### **WETLIKE VERANTWOORDELIKHEID**

Die proses word deur die onderstaande wetgewing gereël.

- Plaaslike Regering: Wet op Munisipale Finansiële Bestuur, 2003 (Wet 56 van 2003) (Hoofstuk 12) (MFMA).
- Plaaslike Regering: Wet op Munisipale Stelsels, 2000 (Wet 32 van 2000) (Hoofstuk 6).

- Plaaslike Regering: Wet op Munisipale Strukture, 1998 (Wet 117 van 1998).

### **LEGAL RESPONSIBILITIES**

The process is driven by legislation.

- Local Government: Municipal Finance Management Act, 2003 (Act 56 of 2003) (Chapter 12) (MFMA).
- Local Government: Municipal Systems Act, 2000 (Act 32 of 2000) (Chapter 6).
- Local Government: Municipal Structures Act, 1998 (Act 117 of 1998).

### **FINANCIAL IMPLICATIONS**

Not applicable.

### **RECOMMENDATION TO COUNCIL**

The Oversight Committee, having fully considered the Annual Report tabled by the Executive Mayor at Council on 25 January 2011, recommend:

1. That the Annual Report be approved without reservations. A copy of the edited version of the Annual Report is attached as Annexure 4.
2. That the Municipal Manager continuously gives feedback to the Executive Mayor and his Committee on the actions required as a result of the audit report.

### **AANBEVELING AAN RAAD**

Die Oorsigkomitee, na volle oorweging geskenk aan die Jaarverslag soos voorgelê deur die Uitvoerende Burgemeester tydens die Raadsvergadering van 25 Januarie 2011 en beveel as volg aan:

1. Dat die Jaarverslag aanvaar word sonder reservering. “n Afskrif van die aangepaste weergawe van die Jaarverslag word aangeheg as Aanhangsel 4.
2. Dat die Munisipale Bestuurder op 'n aaneenlopende basis terugvoering gee aan die Uitvoerende Burgemeester en sy Komitee op die aksiepunte soos vereis, as 'n resultaat van die Ouditverslag.

### **RESOLVED BY COUNCIL : 24 MARCH 2011**

After the Chairman had given Councillors an opportunity and the Item had been thoroughly discussed, and on a proposal by Councillor S Fredericks, seconded by Councillor C Booysen-Nefdt, it was resolved as follows:

1. That the Annual Report, with the amendments as indicated on pages 72 and 73 of the report and attached as annexure, be approved without reservations.

2. That the Municipal Manager continuously gives feedback to the Executive Mayor and his Committee on the actions required as a result of the audit report.

*For finalization by the Director: Development Services, Mr H Gxoyiya.*

**BESLUIT DEUR DIE RAAD : 24 MAART 2011**

Nadat die Voorsitter Raadslede die geleentheid gegun het en die item deeglik bespreek is en op voorstel van Raadslid S Fredericks, gesekondeer deur Raadslid C Booysen-Nefdt, is as volg besluit:

1. Dat die Jaarverslag, met die wysigings soos aangebring op bladsy 72 en 73 van die verslag en aangeheg as aanhangsel, aanvaar word sonder voorbehoud.
2. Dat die Munisipale Bestuurder op 'n aaneenlopende basis terugvoering gee aan die Uitvoerende Burgemeester en sy Komitee op die aksiepunte soos vereis, as 'n resultaat van die Ouditverslag.

*Vir afhandeling deur die Direkteur: Ontwikkelingsdienste, Mnr H Gxoyiya.*